S. HRG. 99-356

NOMINATIONS OF JULIUS W. BECTON, JR., JAMES P. McNEILL, AND WILLIAM R. BARTON

HEARING

BEFORE THE

COMMITTEE ON GOVERNMENTAL AFFAIRS UNITED STATES SENATE

NINETY-NINTH CONGRESS

FIRST SESSION

ON THE

NOMINATIONS OF JULIUS W. BECTON, JR., TO BE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY; JAMES P. McNEILL, TO BE AN ASSOCIATE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY; AND WILLIAM R. BARTON, TO BE INSPECTOR GENERAL, GENERAL SERVICES ADMINISTRATION

OCTOBER 23, 1985

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NOMINATIONS OF JULIUS W. BECTON, JR.; JAMES P. McNEILL; AND WILLIAM R. BARTON

WEDNESDAY, OCTOBER 23, 1985

U.S. SENATE,
COMMITTEE ON GOVERNMENTAL AFFAIRS,
Washington, DC.

The committee met at 9:35 a.m., in room SD-342, Dirksen Senate Office Building, Hon. William V. Roth, Jr. (chairman of the committee) presiding.

OPENING STATEMENT OF CHAIRMAN ROTH

Chairman ROTH. The committee will please come to order. This morning, we are holding a hearing to consider three nominations. One is that of William Barton to be Inspector General of the General Services Administration. The committee is also considering two nominations for the Federal Emergency Management Agency: that of Julius Becton, Jr., to be Director and of James McNeill to be Associate Director of FEMA.

I would like to welcome all three of you and your families to this confirmation today. I also want to thank you for your cooperation with members of the committee, as well as the staff.

Committee rules require that the committee conduct an inquiry into a nominee's experience, qualifications, suitability, and integrity to serve in the position for which he or she has been nominated. I will take time to very briefly recount for the record the steps that the committee has taken on each of these nominations prior to our hearing today.

First, the nominees have been asked for and have cooperated in supplying financial statements and detailed information on their education, employment, and professional achievements.

They have responded in writing to a number of prehearing questions. Copies of the biographical information and the prehearing questions and responses will be placed in the record as part of this hearing and are available on request.

The financial statements are available for inspection by the public in the committee offices. The committee reviewed each nominee's biographical and financial information, as well as reports submitted by the Office of Government Ethics. The committee also requested conflict-of-interest opinions from the GSA ethics official in the case of Mr. Barton, and from the acting general counsel at FEMA for both Mr. McNeill and Mr. Becton.

Following that, acting as the chairman of the committee, I reviewed the FBI report prepared on each nominee. They have also

been reviewed by the ranking minority member, Senator Eagleton. We are going to pause, because I see Senator Trible is here.

Senator Trible, would you like to come forward?

TESTIMONY OF HON. PAUL S. TRIBLE, JR., U.S. SENATOR FROM THE STATE OF VIRGINIA

Senator TRIBLE. Thank you, Mr. Chairman.

Chairman ROTH. Please proceed with your statement. I am delighted that you could be here at this time.

Senator TRIBLE. Mr. Chairman, it is a pleasure to be here. My colleague, John Warner, will be joining me any moment. But I will begin and introduce to the committee General Becton.

Mr. Chairman, I am pleased to introduce Julius Becton, Jr., of Springfield, VA. He has been nominated by the President, as you know, to serve as the next Director of the Federal Emergency Management Agency.

General Becton has had a long, distinguished career of service to our Nation. For some 40 years, General Becton served in the U.S. Army on active duty and in the Reserves. During World War II, he began his military career by enlisting in the Army Air Corps. He soon transferred to the infantry officers candidacy school and earned his commission.

Before retiring in 1983, General Becton had achieved the rank of lieutenant general and served in combat areas during World War II, the Korean conflict, and the Vietnam war. He holds numerous decorations, including the Distinguished Service Medal, the Silver Star, the Legion of Merit, the Distinguished Flying Cross, the Bronze Star, and the Purple Heart.

I first met General Becton while he was stationed at headquarters, training and doctrine command at Fort Monroe, VA, that ancient, old Virginia military post that guards Hampton Roads from all threats—both foreign and domestic.

At that assignment, General Becton had two important jobs; the first was as deputy commander for training and the second as the Army's first inspector of training since the Revolutionary War hero, Von Steuben.

He then assumed the position of Director of the Office for Foreign Disaster Assistance for the Agency for International Development. In that job, he supervised American assistance in response to the Ethiopian famine and drought and the recent earthquake in Mexico.

With every military and civilian assignment, General Becton has excelled and demonstrated his ability as a calm, yet dynamic leader. His training experience make him uniquely qualified for the challenging assignment as Director of FEMA.

I am pleased to be here. I recommend him to you without reservation, and I urge you and this committee to act favorably and swiftly on his nomination.

Chairman ROTH. We appreciate your being here very much, Paul. I told the good general, I think he must have been 5 years old when he joined the military service. It is hard to believe that he served 40 years.

I know you have other demands on your time, but I do appreciate your being able to be here for the purpose of introducing the general.

Senator TRIBLE. Thank you for your courtesy, Mr. Chairman. It is a pleasure.

Chairman ROTH. Thank you.

Mr. Becton, Senator Warner wants to be here prior to your hearing. Unfortunately, I think he is presiding in the Senate for the moment, so if you don't mind, we will proceed with the other nominations.

Mr. BECTON. Please.

Chairman ROTH. Senator Eagleton couldn't be here, but Senator Gore will be here in just a few minutes.

Mr. Barton, would you please come forward?

I understand you are accompanied by your wife, Helen, and your daughter, Ann. I wonder if they would please rise? I appreciate your being here today. I know this is a very important day for your family and one to be proud of. Thank you.

Under our committee rules, all nominees must give their testimony under oath. Will you please raise you right hand? Do you solemnly swear to tell the truth, the whole truth and nothing but the truth, so help you God?

Mr. BARTON. Yes, I do.

TESTIMONY OF WILLIAM R. BARTON, NOMINEE TO BE INSPECTOR GENERAL, GENERAL SERVICES ADMINISTRATION

Chairman ROTH. Thank you. Please be seated.

Mr. Barton, do you have a prepared statement or any opening remarks you care to make?

Mr. BARTON. Mr. Chairman, I do not have a prepared statement. It is very much an honor for me to appear before this committee, and I will go on with the answers to your questions and try to be responsive to them.

Chairman ROTH. Mr. Barton, as you well know, this committee and I believe the inspector general position is a most important one at General Services. The inspectors general are providing leadership in combating waste, fraud and abuse and promoting integrity and efficiency in Government programs and operations.

I hope that, once you are confirmed, you and Terry Golden, our new GSA Administrator, will work together to move GSA forward. As I indicated earlier, members of this committee have already asked some prehearing policy questions, and your responses have been placed in the record.

We will not repeat those questions, but I do have a few additional questions.

Is there anything you are aware of in your background which might present a conflict of interest for the duties of the office to which you have been nominated?

Mr. BARTON. Not to my knowledge, Mr. Chairman.

Chairman ROTH. Do you know of any reason, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. BARTON. No; I do not.

Chairman ROTH. If you are confirmed, do you agree, without reservation, to appear and testify before any duly constituted committee of the Congress?

Mr. BARTON. Yes; I will.

Chairman ROTH. What do you believe in your background or employment experience affirmatively qualifies you for the position?

Mr. BARTON. As you know, Mr. Chairman, I have just completed 32½ years with the U.S. Secret Service, and during that period of time, probably one half of it in dealing with investigations and leading teams of investigators. Also during that period, I was an inspector with the Secret Service, and in that position, I undertook the inspections of various operating divisions within the Secret Service to check on their efficiency and effectiveness of operation and whether or not they were following the policies of the Director and the Secretary of the Treasury.

Chairman ROTH. Would you tell the committee what you believe the role and responsibility will be as the inspector general at GSA?

Mr. BARTON. I think my main role will be to direct and provide leadership to a group of very talented assistant inspectors generals and their staffs; to investigate any cases of fraud or abuse within the GSA itself; and, hopefully, to provide recommendations to increase the efficiency and effectiveness of that Administration.

Chairman ROTH. I believe that is all the questions I have at this time, and it is my understanding that Senator Gore, who will be here, has a few questions he would like you to respond to in writing for the record.

I want to thank you for appearing before this committee. I am sure we will be taking action on your nomination in the very near future. Congratulations.

Mr. BARTON. Thank you very much, Mr. Chairman.

Chairman ROTH. Good luck to you.

Mr. BARTON. Thank you.

[Mr. Barton's biographical information, responses to prehearing questions, and responses to written questions submitted by Senator Gore follow:]

A. Biographical Information

1. Name: William Russell Barton

2. Position to which nominated: Inspector General
   General Services Administration

3. Date of Nomination: O/A September 4, 1985

4. Address: 3901 Bentwood Court
   Fairfax, Virginia 22031

5. Date and Place of Birth: August 18, 1925
   Detroit, Michigan

6. Marital Status: Married to Helen Ann Barton, nee Wilkes

7. Names and Ages of Children:

   Son - James Richard Barton, age 29

   Daughter - Ann Elizabeth Barton, age 27

8. Education:

   Michigan State University, East Lansing, Mich.
   Dates: September 1949 - March 1952
   Degree: Bachelor of Arts Degree - March 1952
   Major: Police Administration

   University of Detroit, Detroit, Michigan
   Dates: 1947 - 1948
   Major: Mechanical Engineering

   Western Michigan College
   Dates: 1946 - 1947
   Major: Mechanical Engineering

   High School: Cass Technical High School
   Detroit, Michigan
   1939 - 1942

9. Employment Record:

Sept. 1,1985 - Present - Retired from U. S. Secret Service

Feb. 1953 - Aug, 1985 - U. S. Secret Service
Department of Treasury
1800 G Street, N. W.
Washington, D. C. 20223

Positions Held:

Deputy Director	1982 - 1985
Asst. to Director (Office of Training)	1979 - 1982
Special Agent in Charge (Los Angeles)	1978 - 1979
Deputy Asst. Director (Protective Res)	1977 - 1978
Deputy Asst. Director (Inspection)	1976 - 1977
Special Agent in Charge (Dignitary Protective Division)	1972 - 1976
Inspector	1970 - 1972
Special Agent in Charge (Milwaukee)	1964 - 1970
Special Agent (St. Louis)	1961 - 1964
Special Agent (White House Protection)	1954 - 1961
Special Agent (New York City)	1953 - 1954
Special Agent (Washington, D. C.)	1953 - 1953

Mar 1952 - Feb 1953 - Kohler Company
Detroit Sales Office
3044 West Grand Boulevard
Detroit. Michigan

Position: Sales

10. Government Experience: None, other than under Question 9

11. Business Relationships: None

12. Memberships:

International Association of Chiefs of Police
Senior Executive Association
Federal Executive Institute Alumni Association

13. Political Affiliations and Activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

Answer: None

(b) List all memberships and offices held in and services rendered to all political parties or election committees during the past ten years.

Answer: None

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more for the past ten years.

Answer: None

14. Honors and Awards:

(a) Graduated with honor from Michigan State University

(b) Senior Executive Service Award - 1983

(c) Secretary of the Treasury Certificate - 1975

15. Published Writings: None

16. Speeches: None

17. Selection:

(a) Do you know why you were chosen for this nomination by the President?

Answer: I would have to assume that my selection was based on my past experience with the U. S. Secret Service over the past 32 years.

(b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

Answer: During my 32 plus years with the U. S. Secret Service I have gained valuable experience in conducting investigations and directing a team of personnel in an investigation.

I was an Inspector for approximately two years in the U. S. Secret Service. In this position inspection/audits were conducted in field offices and Headquarter division offices for the purpose of assuring the Director that entities under his control were following the policies set by the Secret Service and the Department of Treasury.

Also, for the past three years I was the Deputy Director of the Secret Service and in this position I assisted the Director in directing a Treasury bureau in the execution of its responsibilities.

B. Future Employment Relationships

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

Answer: I am presently retired from U. S. Government employment and I have no connection whatsoever with business firms, business associations, or business organizations.

2. Do you have any plans, commitments, or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

Answer: No

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

   Answer: No

4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

   Answer: No

5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

   Answer: Yes

C. Potential Conflicts of Interest

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients or customers.

   Answer: None

2. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

   Answer: I have a minimal number of shares of common stock in two companies, i. e., Mylex Corporation and Gladfelter Paper Company. To my knowledge neither company conducts business with General Services Administration.

3. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any wayconstitute or result in a possible conflict of interest in the position to which you have been nominated.

4. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

   Answer: None

5. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items. (Please provide a copy of any trust or other agreements.)

   Answer: If it is determined that any of the companies mentioned in item 2 above have contracts with General Services Administration, it would be my intention, if necessary, to sell the stocks.

6. Do you agree to have written opinions provided to the Committee by the General Counsel of the agency to which you are nominated and by the Attorney General's office concerning potential conflicts of interest or any legal impediments to your serving in this position?

   Answer: Yes

D. Legal Matters

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee or other professional group? If so, provide details.

   Answer: No

2. Have you ever been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance, other than a minor traffic offense? If so, provide details.

   Answer: No

3. Have you or any business of which you are or were an officer ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

Answer: As the Deputy Director of the U. S. Secret Service, I was on a number of occasions named as a defendant in my official capacity in actions relating to management decisions I had made. The subject matter of these lawsuits relate to Freedom of Information and Privacy Act issues and personnel action.

4. Have you ever been convicted (including pleas of guilty or nolo contendre) of any criminal violation other than a minor traffic offense?

Answer: No

5. Please advise the Committee of any additional information favorable or unfavorable, which you feel should be considered in connection with your nomination.

Answer: In March 1980 I, with others, was the subject of an investigation conducted by the Office of Inspector General, Department of Treasury, regarding reimbursements for meal money to Special Agents within their own district, who were required to stay in hotels overnight to provide security for protectees of the U. S. Secret Service. At the time of the incident, I was the Special Agent in Charge of our Los Angeles Field Office.

Prior to my arrival inSeptember 1978 in Los Angeles, it was the practice to reimburse Special Agents for meals when they were required to remain overnight in the hotel. This practice was also done in the New York Field Office. Special Agents who were designated as advance security agents or intelligence agents were required to stay in same hotel as the protectee and accompanying protective detail. Since the protective details were made up of people from out of town, it was absolutely necessary for advance and intelligence agents to remain at the hotel to provide geographical knowledge as to routes to hospitals, airports, etc., in case of emergency removal of the protectee. Since these designated agents were

required to eat three meals a day at/or near job site, it was deemed right and proper for them to be partially reimbursed for their meals.

Unbeknown to me at the time, the New York Field Office was told to desist from reimbursing Special Agents as it was learned that what was thought to have been a proper thing was, in fact, being done without statutory authority. However, Headquarters staff had neglected to advise the Special Agent in Charge in Los Angeles. On my arrival as the Special Agent in Charge, I kept up the reimbursements feeling that it was properly authorized, and when Headquarters subsequently learned that the practice was continuing in Los Angeles, they called me and I, of course, stopped making reimbursements immediately.

The investigation by the Office of Inspector General was completed. I was later telephoned by the Assistant Secretary for Enforcement, Department of Treasury, as a result of his receipt of the investigative report. He advised me of the improper payments to Special Agents. No other action was taken.

PREHEARING QUESTIONS FOR WILLIAM R. BARTON

I. NOMINATION PROCESS AND POTENTIAL CONFLICTS

1. What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

Answer: Up until the time of my retirement on August 31, 1985, I was a member of the U. S. Secret Service for a little over 32 years. During that period of time I would estimate that about one-half of that time was dealing directly with criminal investigations, or supervising the activities of a staff of investigators.

In addition, I was in the position of Inspector and, later on as Deputy Assistant Director for the Office of Inspection. In the role of Inspector I was a member of, or directed, a team of Inspectors and Auditors conducting inspection/audit surveys of various divisions within the Secret Service to judge the effectiveness and efficiency of the various organizations. A report was subsequently made to the Director of the Secret Service giving him the results of the inspection. Included in these inspections were investigations to determine if any fraud, waste, and abuse occurred.

During the last three years of my career with the Secret Service I occupied the position of Deputy Director. In this position I assisted the Director in planning, directing, and coordinating the activities of the Secret Service. I participated fully in the planning, developing and implementation of all major programs and policies. I assisted the Director in providing executive leadership and direction to a highly specialized and professional staff.

2. Were there any conditions, express or implied, attached to your nomination to be Inspector General?

Answer: There were no conditions, expressed or implied, attached to my nomination to be Inspector General.

3. What commitments, if any, have you made with respect to policies on audits and investigations you will institute as Inspector General?

Answer: I have made no commitments with respect to policies on audits and investigations that I may institute if I am successful in obtaining this appointment.

4. Are you aware of any past or ongoing investigations involving the General Services Administration from which you may have to disqualify yourself? If so, please explain.

Answer: To the best of my knowledge I am not aware of any investigations, past or ongoing, involving General Services Administration from which I would have to disqualify myself.

II. RESPONSIBILITIES OF THE INSPECTOR GENERAL

1. Would you describe for the Committee what you believe the scope of your role should be within the General Services Administration?

Answer: Section 4 of the Inspector General Act of 1978 sets forth the duties and responsibilities of the Inspector General. It would be my intention to follow these duties and responsibilities in my dealings within the General Services Administration. These would be:

a. To provide policy direction for and to conduct, supervise, and coordinate audits and investigations.

b. To review existing and proposed legislation and regulations and make recommendations to Congress in the Inspector General's semi-annual reports concerning their impact on the economy and efficiency of program administration or the prevention and detection of fraud and abuse.

c. To recommend policies for, and to conduct, supervise or coordinate other activities of GSA for the purpose of promoting economy and efficiency in program administration, orpreventing and detecting fraud and abuse.

d. To recommend policies for, and to conduct, supervise, or coordinate relationships between GSA and other Federal agencies, State and local governmental entities with respect to (1) all matters relating to the promotion of economy and efficiency in program administration, or the prevention and detection of fraud and abuse, or (2) the identification and prosecution of participants in such fraud and abuse.

e. To keep the Administrator and Congress fully and currently informed by means of reports concerning fraud and other serious problems and deficiencies; to recommend necessary corrective action; and to report on the progress in implementing such action.

f. Incarrying out the above duties and responsibilities, the Inspector General should (1) comply with the audit standards of the Comptroller General of the United States; (2) establish guidelines for determining when it shall be appropriate to use non-Federal auditors; (3) take appropriate steps to assure that any work performed by non-Federal auditors complies with standards established by the Comptroller General; (4) give particular attention to the activities of the Comptroller General with a view toward avoiding duplication and insuring effective coordination and cooperation; and, (5) to report expeditiously to the Attorney General whenever there are reasonable grounds to believe that Federal criminal laws have been violated.

2. What type of issues and other matters do you believe will be your responsibility as Inspector General?

Answer: To be successful as an Inspector General, I must have direct and ready access to the Administrator of General Services Administration. In so doing, the Administrator can be advised as to any shortcomings in the agency. Secondly, I would recommend to him certain steps that can be taken to prevent further acts of abuse, fraud, and waste.

The Inspector General should have the freedom and independence to perform inspection/audit surveys of all operations and report to the Administrator on the effectiveness and efficiency of GSA operations. In addition, follow-up inspection/audits should be made, as required, to insure that recommendations have been complied with by the organization.

The Inspector General should cause to be made any investigation as may be necessary or desirable. He should select, appoint, and employ such officers and employees as may be necessary. In addition, the Inspector General should obtain, if necessary, the services of experts and consultants to assist in complex inspections and audits.

The Inspector General should file semi-annual reports to the Administrator and these reports will be forwarded to the Congress as required by the Inspector General Act of 1978.

3. What is your view of the relationship which should exist between the Inspector General and the head of your agency?

Answer: I believe the Inspector General and the Administrator should have a very close and honest relationship, including the Inspector General having prompt and ready access to the Administrator. The two people must have a high regard for General Services Administration and its mission in order that the duties and responsibilities can be carried out effectively and efficiently. The purpose would be to keep the organization's high standards to assure the public that its activities are carried out in a most expeditious manner that brings credit upon the organization and its employees.

4. Under the provisions of the Inspector General Act of 1978, what is your authority and what procedures will you institute in connection with employee complaints or information relative to the possible existence of an activity constituting a violation of law, rules or regulations, or mismanagement, gross waste of funds, abuse of authority or a substantial and specific danger to the public health or safety?

Answer: As Inspector General I would have the authority under the Inspector General Act of 1978 to receive and investigate complaints or information from an employee of General Services Administration concerning the possible existence of an activity constituting a violation of laws,

rule, or regulation, or mismanagement, gross waste of funds, abuse of authority or a substantial and specific danger to the public health and safety.

I am of the opinion that at the present time there is in GSA a so-called 24-hour "Hot Line" set up for the purpose of receiving such information. This would continue in operation, if I am selected as Inspector General, and all leads would be investigated to either substantiate or negate the charges made.

Response to employee complaints must be timely and procedures should assure those employees that action on their information is being taken. In addition, employees must be insured that their identity will not be disclosed without their consent, unless such disclosure is unavoidable during the course of the investigation.

5. The Civil Service Reform Act of 1978 includes provisions for the protection of whistleblowers. How would you coordinate with the Special Counsel of the Merit Systems Protection Board?

Answer: As the Inspector General I would approach this issue from two fronts. First of all I would meet personnally with the Special Counsel to establish a working relationship and to assure him of continued cooperation with his office.

Secondly, if my office received information from a person, who was the subject of reprisal and harrassment, after giving the Office of Inspector General information regarding waste, fraud, or abuse, I would report the matter to the Special Counsel and offer the Counsel any assistance required and possible within the legal authority to do so.

6. What are your investigative and auditing priorities, and how will you establish these priorities?

Answer: Not being familiar with the present priorities established in the Office of Inspector General, I would have to reserve comment until such time as I was awarded the position of Inspector General. Since funds required for operation are becoming more difficult to obtain, I would be inclined to spend money in those areas where the greatest return on the dollar could be obtained. At this time I am not inclined to give either investigation or audit an edge over the other as they are both very important to the success of the mission.

7. Do you believe that components of GSA other than the Office of the Inspector General should direct audit and investigative functions with respect to programs within their jurisdiction? If so, should your office rely upon the results of those activities or retain full control over the course of all audits and inspections from their inception?

Answer: The purpose of the Inspector General Act of 1978 was to create independent and objective units to conduct audits and investigations. To maintain that purpose it is my belief that only one unit should have the responsibility for conducting investigations and audits.

8. There have been some press reports in the past regarding an alleged overlap of responsibilities between the Office of Inspector General and the Office of Oversight at GSA. What is your view of the relationship that should exist between those offices?

Answer: I am not entirely knowledgeable of the duties and responsibilities of the Office of Oversight. However, what little information I have garnered from the press would indicate that the Office of Oversight was set up to spot a problem before the Inspector General came in to find it. I am certainly in agreement that individual GSA operations should take steps to prevent fraud, waste, and abuse; however, I do not believe there should be any duplication of effort by the Office of Inspector General and the Office of Oversight. If there is any duplication of responsibilities, then any duplication would, first, confuse the employees and staff of GSA as to which Office a complaint should be made. Secondly, it would most certainly cause a problem as to which Office would conduct the investigation or audit.

If the role of the Office of Oversight is to assist management in developing strategies and programs aimed at preventing waste, fraud, and abuse, I would not have a problem with that kind of effort.

One thing I have learned in my 32 years of experience with the Federal Government and that is that responsibility must be fixed with one person. Responsibility cannot be divided. Under Section 4 of the Inspector General Act of 1978, the Inspector General is authorized to keep the head of the establishment informed concerning fraud and other serious problems; to conduct investigations and audits; and to report on progress made in implementing such corrective action as may be necessary.

9. What do you consider to be your role in making certain that audits of various activities of your agency are not suppressed?

Answer: There are some steps available to the Inspector General to make certain that there is no suppression of audit reports. First, semi-annual reports are submitted to the head of the establishment listing each audit report and a report of significant problems disclosed during the six-month period. These reports are subsequently forwarded to the appropriate committees in Congress.

Secondly, The Inspector General is required to report immediately to the head of an agency when it is apparent that a particular serious or flagrant problem exists. The head of the establishment is then required to submit a report to the appropriate committees of Congree within seven days of receiving the report from the Inspector General.

10. What is your view of the relationship which should exist between your office and the Congress?

Answer: It would be my view, if successful in obtaining this appointment, to keep the Congress fully informed by means of reports concerning fraud and other serious problems, abuses, and deficiencies relating to administration of programs. I would be responsive in a timely manner to any inquiries from Members of Congress or their respective staffs.

11. What do you believe is your responsibility to any matter concerning which you have reasonable grounds to believe constitute a violation of Federal criminal law?

Answer: As the Inspector General, I would report expeditiously to the Attorney General when I had reasonable grounds to believe that there has been a violation of Federal criminal law, and, if proper, and with authority, to continue the investigation toward solution and presentation of the case to the United States Attorney.

III. RELATIONS WITH CONGRESS

.1. Do you agree without reservation to appear and to testify before any duly authorized committee of the Congress?

Answer: Yes

2. Are you willing to provide such information as is requested by such committees?

Answer: Yes

Honorable William V. Roth, Jr.
Chairman
Committee on Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am pleased to respond to the questions raised by Senator Albert Gore, which were conveyed to me by your letter of October 24, 1985. Senator Gore's questions concerning the handling of PCB's and health and safety issues by the General Services Administration (GSA) are most timely. While I have had no first-hand involvement in the day-to-day workings of GSA, it is my understanding that these problems are receiving prompt attention by GSA's top management. I would like to offer the following with respect to Senator Gore's questions about PCB's:

1. Is there an inventory of PCB-containing products? If not, I certainly hope immediate action is taken to develop such a list.

   An inventory of known PCB materials (primarily electrical transformers) has been developed. An active program addressing asbestos and other fire and life-safety issues is also underway.

2. Have plans been made to remove PCB-containing materials? If so, is there a time table set for the completion date? If not, how long would you estimate it would take to finalize such plans?

   Current plans call for the removal of the hazard associated with PCB from Government-owned and leased buildings under GSA control. GSA plans call for corrective measures to be accomplished by the end of FY 1988.

3. Has GSA worked with other agencies to coordinate PCB disposal plans?

   GSA is following the Environmental Protection Agency (EPA) guidelines, and will be working with agencies occupying GSA-controlled space, to eliminate this problem.

4. Has an estimate been made of the cost of removing and disposing PCB's?

   GSA is working with the Office of Management and Budget to develop funding for this program.

In closing, I believe that protecting the environment and providing for a safe and healthy working place for Government officials and the public they serve, is a responsibility we all share. Terence Golden, Administrator of the General Services Administration, has made it clear that fire safety and related health issues are a top priority of his office. I will work with the Administrator to ensure the success of GSA's programs.

Sincerely,

William R. Barton

WILLIAM R. BARTON

Chairman ROTH. Next the committee will proceed with the nomination of James P. McNeill to be an Associate Director of the Federal Emergency Management Agency. Mr. McNeill, I want to welcome you and your family to this hearing. I understand that your wife, Jacqueline, your daughter, Mary Ann, and your sons, Martin and Patrick are here. I would ask that they please rise so everybody can share this moment with them.

Thank you for being here with us. Mr. McNeill, please raise your right hand. Do you solemnly swear to tell the truth, the whole truth and nothing but the truth, so help you God?

Mr. MCNEILL. Yes; I do.

Chairman ROTH. Please be seated.

TESTIMONY OF JAMES P. McNEILL, NOMINEE TO BE AN ASSOCIATE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY

Chairman ROTH. Do you have any prepared statement?

Mr. MCNEILL. Yes, Mr. Chairman, I have a brief statement.

I am honored by the President's nomination of me for the position of Associate Director of the Federal Emergency Management Agency's Training and Fire Programs Directorate. I welcome also the opportunity to appear before the committee today.

Mr. Chairman, I understand the serious responsibility of this job since the role of this directorate is so directly related to saving lives and reducing property loss and human suffering. Having spent over 20 years in the education and training field, I look forward to working with other educators, particularly State fire service and emergency management directors, as we seek to protect our citizens and improve the quality of life.

As Associate Director of the Training and Fire Program Directorate, I will strive for the highest quality in our programs, in our curriculum and in our management. And I pledge that cooperation and open communication will mark my service. We cannot change nor should we ignore the past; neither can we afford to dwell upon it. I plan to serve this President by concerning myself with what can be and not with what might have been.

I am looking forward to working with the new Director of FEMA, and I will work with all segments of the emergency management community, the fire service, the private sector and the State and local officials to build and sustain programs that protect our citizens from the tragedy of natural and man-made disasters.

Thank you, sir.

Chairman ROTH. Thank you.

As you well know, I think both you and the new head of FEMA have a very, very important job, not only because of the importance of the agency itself, but because of the recent difficulties. It is going to require extremely strong leadership.

I was also pleased to hear you mention the fire service, because, as you well know, that is an area of special interest to me. The loss of lives and the loss of property due to fire is a major problem in the country, and I think it is important that your agency continue to play a significant role of leadership, training and assistance in this area.

Mr. McNeill, the committee has received a letter endorsing your nomination from the National Federation of Federal Employees Local 1983. That letter will be included as part of the record.[1]

We also have received a letter from the International Association of Fire Fighters. The International Association of Fire Fighters, which represents over 175,000 professional firefighters, would like to be placed on record as strongly supporting the nomination of Julius Becton as Director of the Federal Emergency Management Agency and James McNeill as Associate Director of Training Programs for FEMA. We shall include that as part of the record.[2]

Mr. McNeill, is there anything you are aware of in your background which might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. MCNEILL. No, sir, Mr. Chairman.

Chairman ROTH. Do you agree to sever all business and consulting relationships when you are confirmed?

Mr. MCNEILL. Yes, Mr. Chairman.

Chairman ROTH. Do you know of any reason, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. MCNEILL. I do not, Mr. Chairman.

Chairman ROTH. If you are confirmed, do you agree, without reservation, to appear and testify before any duly constituted committee of the Congress?

Mr. MCNEILL. Yes, Mr. Chairman.

Chairman ROTH. What do you believe in your background and employment experience affirmatively qualifies you for this particular appointment?

Mr. MCNEILL. Well, Senator Roth, my background and previous employment experience, I think, affirmatively qualifies me for the position. I have over 20 years' experience in education and training in both the public and private sector, with half of that time being spent as a university professor. I would like to think that allows me to be sensitive to the learning process and what has to be done to get the message across.

For 6 years I was also a permanent employee of FEMA, and I was the first associate superintendent of the National Fire Academy in Emmitsburg. During that time I had a lot to do with the startup of that facility. In fact, it is somewhat like going home to where I was. I would like to think I have a working knowledge of Government and extensive experience as a management consultant which will help me a lot as Associate Director.

Chairman ROTH. Mr. McNeill, you have had an opportunity to observe FEMA for a number of years. What do you consider your greatest challenge or the greatest challenge facing FEMA today to be?

Mr. MCNEILL. I think the greatest challenge is finding how we really implement integrated emergency management. The fact of the matter is that with dwindling resources it is ever more important that we integrate what little we have and make it work effec-

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[1] See p. 80.
[2] See p. 79.

tively. That means fire service with State emergency managers and civil defense directors. The policy and philosophy of FEMA to do that is going to take a while to happen, and I am committed to try to work to that end. I think we can maximize and we can do a lot more with less if we are integrated, and if we get away from the competition and move into collaboration together on these goals.

So if there is one tone in my desire as Associate Director, it will be to try to be a healing factor to bring people together; to synergize whatever capabilities there are and they are limited. I don't have any trouble working with limited resources. If we can work together, we can probably maximize and not try to optimize things. I think we need to maximize not optimize. That is a challenge for me, because a lot of people want to do a lot of things in a hurry.

Working with General Becton, I would like to step away from that and look at what really is doable, laying out a plan for a year or two that actually gets us in control of the situation so we're not running off in all directions.

Chairman ROTH. Do you plan to make any changes either in the structure or curriculum of the National Emergency Training Center at Emmitsburg?

Mr. MCNEILL. I do think, as I answered in my prehearing questions, that we need to review the structure and the curriculum of both the Emergency Management Institute and the National Fire Academy. And I need to do this in conjunction with the new Director of FEMA, because his overall plans and overall program, as it unfolds, will have to be reflected in my program. I'm not separate from; I'm very much an integrated part of FEMA. And the training and education programs ought to be a mirror of the planning objectives of the Director.

I would be willing to go back and study the structure. I'm looking for a structure that relates to the program plan. I don't want to set a structure up first and then decide what the program plan is. I would set up a very flexible structure that allows us to deal with things as they change.

Again, a lot of this will depend on a dialog with the Director and how he sees the overall program.

Chairman ROTH. Now, there has been some discussion as part of the congressional budget process of the value of National Emergency Training Center's stipends to reimburse student travel expenses. In your view, how important is the use of stipends, and what do you think the effect in reducing or eliminating them would be?

Mr. MCNEILL. I think the stipends are important for the full- and part-time professionals who come to Emmitsburg. They're important for the volunteers, as well. I do think perhaps we need to take a look at the stipend program in the light of new technology that has come to the scene.

I very much support, for example, teleconferencing, which allows us to reach many more people out in the field. The critical people to reach, in my mind, are the field people, not those in Washington. And if we're going to emphasize teleconferencing as a better, more economical way to reach a lot of people at the same time, that raises some question about whether you need as much stipend expenditures.

If we are going to get into microcomputers and allow people to communicate through computer linkups, that's another kind of new technology that could perhaps affect the stipend question.

I do think that there's a lot of new training technology and a lot of new techniques that are developing. We need to look at those and, in the same vein, look at the stipend program. It does say in the law that up to 75 percent can be paid in stipends.

There may be other options. There may be a need for us to look at different stipend levels. Perhaps we have gone too far from the original plan of the National Fire Academy. When the National Fire Academy was first established, stipends were an extremely important way of getting the right people to the academy. They were the fire chiefs of the future, in effect, the agents of change. The stipend program was deliberately there to get those people to the academy's courses.

What has happened in the fire academy is that the program has gotten so popular and there is such a great need for training that we have more than enough people to accommodate in Emmitsburg. The stipend program has gone much higher than it was ever envisioned before.

The combination of the National Fire Academy with the Emergency Management Institute has also created another desire for the stipend. However, I do think we need to go back and look at it. Perhaps we ought to say that certain critical people belong in the program; perhaps we ought to be more selective; perhaps some stipends belong at a higher level with others at a lower level. I don't know. I think we need to study the program.

Chairman ROTH. As you know, there has been a lot of controversy over the development of the National Emergency Training Center West in Carson City, NV. Do you think a western training facility is needed, and if so, what role should it play in FEMA training?

Mr. MCNEILL. The decision to establish a training site in Carson City is under way. It is a decision that I think reflects the need for more emergency management training, as I just referred to. We have to do what is necessary to get the best training programs out.

My assumption is that there is more demand for training which has really raised the question of more facilities. That's a real demand. There are lots of other issues also. There are actual studies showing the need for many more students to attend Emmitsburg. The point that I want to make is this: We're not reaching everybody who apparently needs the training. I will review the whole operation of the National Emergency Management Training Center in Carson City with the new Director. It is important, again, that he tell me how he sees the program for the future, and then I can be in a better position to answer the question about where the National Emergency Training Center West fits into that picture.

Since I was involved in the startup, as I said earlier, of the National Fire Academy, I do have some sense on how to deal with this issue. If we are going to go full board with this decision on Carson City, then I would like to think I have the necessary experience to know what's needed and the understanding of some of the pitfalls.

It is a complicated issue but, in answer to your question, I do think there is a need for it. We have to do the best we can with

what we have there. It is more important that the training program first be identified clearly. Then we can go back and look at the facility plan afterwards rather than trying to answer the question about the need for Carson City.

I think we have got to go back and look at where the program is and see where the Carson City facility fits in. It is under way and I'm determined to try to make it the best and most economical program, with no drainage of any resources from NETC East. My desire is to do everything to keep that program going at its successful pace.

Chairman ROTH. Senator Gore.

OPENING STATEMENT OF SENATOR GORE

Senator GORE. Thank you very much, Mr. Chairman.

I will not read the opening statement I have prepared, but I would ask your permission to put it into the record.

Chairman ROTH. Without objection.

Senator GORE. As I have previously told Mr. McNeill and General Becton and others, I plan to continue my very active interest in FEMA and to try to play a constructive role in dealing with legislation and oversight that concerns FEMA. I want to say how much I have appreciated the good working relationships I have had with so many at FEMA who have demonstrated to me real professionalism and a commitment to the vital function that this agency performs.

I am delighted with the two nominees that have been sent to this committee, Mr. Chairman. I strongly support both of them. I do have just a few questions, and I won't belabor them.

[Senator Gore's prepared statement follows:]

STATEMENT OF SENATOR GORE

In 1979, President Carter made the wise and logical decision that in order to better serve the Nation's disaster victims, he would combine all the disaster relief functions of the Government under one roof, which he named the Federal Emergency Management Agency.

FEMA performs critical functions for our citizens. When there is a flood in Tennessee, or an earthquake in California, or a hurricane in Florida, it is the Federal Emergency Management Agency on which our citizens depend. At certain times, for certain people, this agency becomes the most important Government agency.

Beyond its basic purpose of providing disaster relief, FEMA has specialized functions, such as that of the National Emergency Training Center. At this small Government center, FEMA trains many of our State and local emergency officials. It conducts research on how to prevent fires. Few know that FEMA trains a lion's share of the volunteer firefighters in this country. Through its efforts, the NETC does a great deal to enhance the public safety in this country.

I have been, and will continue to be, a supporter of FEMA and its missions, which in my opinion are critical to the health and safety of the American public.

It is precisely for this reason that I have been so outraged at the revelations of waste, fraud and abuse at this Agency, and why I worked so hard while I chaired a House investigations subcommittee to rid this critical Agency of some people I considered bad actors.

These revelations are well known in this room, so I will only briefly describe them now. The previous director, Mr. Louis Giuffrida, along with associates, spent 170,000 taxpayer dollars to build a private residential apartment in a Government building, complete with a gourmet stove. Government cars were used illegally, Government employees were used for personal errands, and taxpayers' money was spent for everything from expensive parties in Mexico City to decorating a chapel for someone's daughter's wedding.

Mr. Giuffrida, and his close deputy, Mr. Fred Villella, were caught attending expensive black tie political functions as guests of Agency contractors, who in turn

were billing the taxpayers for these nights on the town. These same contractors were also engaged in an extensive pattern of fraud, continually billing the Government for bogus expenses, under a specially arranged system wherein Agency officials were ordered not to review the billings. All the while, any civil servant who dared to cooperate or speak the truth was threatened and abused. It was a disgraceful chain of events. It eventually became the subject of a Justice Department probe: Which indicted one contractor official only last Friday.

This sometimes criminal activity was taking place against a backdrop of flagrant mismanagement. In 1984, the National Emergency Training Center let three-fourths of its contracts without competition, mostly to firms who are now under investigation by the Justice Department. In 1983, the Agency as a whole spent nearly 70 percent of its money in the final quarter of the fiscal year, suggesting that management planning was almost nonexistent.

I mention these sorry events only because we are here today to confirm the replacements for Mr. Giuffrida and Mr. Villella. I have been encouraged by what I have come to know about General Becton and Mr. McNeill, and I am cautiously optimistic that they may be the tough and competent managers that are needed. I don't envy them, for they have a lot of work to do.

I look forward to this proceeding today, Mr. Chairman, for given the dismal history of this Agency thus far, if the public's confidency is not restored soon, it may be very difficult to ever reach a point where this Agency can fulfill its critical mission.

Senator GORE. Mr. McNeill, you have an excellent reputation among those with whom you have worked, and I have every reason to believe that you will do an excellent job. In looking at your résumé, it appears the only time you have deviated from the straight and narrow is when you helped to run the Reagan-Bush 1984 campaign. [Laughter.]

Chairman ROTH. Out of order. [Laughter.]

Senator GORE. But seriously, I think you have the qualifications and the commitment, and I look forward to working with you.

Let me ask you just a couple of questions about financial practices at FEMA, and, while I hope I know some of your answers, I want to find out anyway.

One of several concerns I have had with the management of NETC has been the fact that in the last 4 years the Center has relied on large umbrella contracts wherein NETC had two major contracts with the Triton Corp., and the IMR Corp. These contracts were so vaguely written that the two contractors wound up doing almost anything that General Giuffrida or Mr. Villella dreamed up.

Now, aside from some illegalities going on—your probably know that the vice president of IMR was indicted last Friday—I think this has had adverse effects in other ways. It left the NETC staff with almost nothing to do but shuffle paper rather than train people; and second, there was no way for the agency to measure the work that it was getting from these contractors, since it was unclear what they were supposed to be doing for their fees in the first place.

Do you believe that this kind of umbrella contract is the way to go? Do you share some of the concerns that I have expressed?

Mr. MCNEILL. Senator, in my own personal view, I dislike umbrella contracts for the simple reason it is lazy management. The fact of the matter is, there are a lot of abuses that are left there to happen. That's a factor from a poor scope of work definition. Rather than trying to marry everything together into one big pile, it is very important that we specifically define what it is we want the procurement to achieve.

Important in that it is also the evaluation of the contract. I can't very well evaluate it if it's a big huge mess. We have had, unfortunately, and inherited some problems with that, and I refer specifically to the drainage of educational capability. I think when you rush to the street to contract, you wind up with people sitting around who are doing nothing as you said. In fact, their creativity is not being tapped. I would rather have very selective contracts.

I realize I am going against any A-76 pressure. We have had a lot of pressure in Emmitsburg for A-76 studies. In fact, there is one going on right now. It bothers me terribly that this is going on at this point. I think we should contract where appropriate to contract. It is very efficient; but in terms of educational development, that has been one of the major losses through the use of the umbrella contracts.

So my personal opinion, pending discussion with the Director, is I feel totally against that kind of contracting. I would rather have well-written contracts laid out or to be awarded over the period of each of the 4 quarters to avoid the fourth quarter problem you had up there. That's again, lazy management. We have to say that the fourth quarter isn't going to be used for contracts that should have been awarded in the second quarter and third quarter. Just don't pile it up in the fourth quarter. It only takes determined discipline.

I am determined, at least to start off, to push that policy particularly. The procurement effort shouldn't be the way it is, and it's very critical to that directorate that it be above the law. And so that the question of the losses of educational capability is really what bothers me.

Senator GORE. I certainly appreciate that response, and I find it very reassuring and encouraging. In your response, you anticipated a second question that I wanted to ask, regarding fourth quarter contracting. I think it is fair to say that the agency, as a whole, hasn't done too badly on this score. It has been rushing a little bit better in recent years.

However, it did get way out of hand in some years, in fact, up to 70 percent of the total appropriations were in the fourth quarter. As you say, that is an indication on lazy management and maybe even worse. In any event, this past fiscal year it seems to have improved somewhat, and I think that is good.

Let me ask you about sole sourcing. Another of the concerns I have had has been with the amount of sole sourcing. In the last fiscal year at the NETC, 68 percent of the contract money was let without competition. Now, that reflects a trend over the years. In 1981, it was 37 percent sole source; then it went to 53 percent; then it went to 62 percent in 1983; and then 68 percent last year. We don't have the figures for this year yet.

That is a very troubling history. I know the new procurement regulations that have been developed within the agency in the last couple of months require that a competition advocate——

Mr. MCNEILL [interposing]. An advocate.

Senator GORE [continuing]. Sit on FEMA's procurement review board to push for competitive procurements where possible. I think that is an improvement, but I'm interested in your views on what else could be done to improve this situation.

Mr. MCNEILL. I think the issue of sole source relates also to the definition of the contractual need and the scope of work. If you specifically spell it out, we ought to be in the proper position. If you generally spell it out in muddy language, it's difficult to determine the kind of contractor who can bid on this.

If you specifically spell it out, it seems to me, and you know what the end product is to be, I have no problem with those kinds of contracts.

For example, we have had some criticism, and rightly so, that a lot of the contracts have gone to fire type organizations. I have no inherent problem with that. These people are, of course, the experts, and we go to the experts if we have a specific product we are looking for. If they can help us with a specific product, I don't have any problem with that kind of sole source.

The other thing is, I do think the percentage ought to be very much down. I think we are talking about 25 percent at the moment. It was up to 80 percent at times in NETC. It shouldn't be anywhere near that at all. It should be in that 25-percent level. It's hard to improve the percentage. I do think the sole source contracts fit into the map of how we award contracts.

Sole source contracts do have a place, but they shouldn't be again to the same contractor all the time with the same number of contracts.

I do think we need variety. There are a lot of other minds in the fire service that we have yet not tapped, and this is no criticism of the fire service organizations. Quite the contrary; I think their products have been super and tremendous products. But there are an awful lot of other people who haven't been asked to do things.

I would rather be competitive than sole source, if you ask my opinion. Let's give the people who want to bid and get involved in the fire program a chance to be identified and discussed or the problem becomes for us, again, lazy management. It takes time to evaluate different bids and sit down with a whole bunch of people to review a response to a bid. That's a lot of work, but it should be done as far as I'm concerned.

Senator GORE. I just noticed that one of our most learned, able, and distinguished colleagues is here. I want to conclude by wishing you well. I think that you and General Becton have one of the most important responsibilities in the entire Government. It is crucial that it be done well, and I wish you the every best.

Incidentally, it is safe to assume, isn't it, that you are not going to be living in the residence at Emmitsburg? [Laughter.]

Mr. MCNEILL. Safe, sir. [Laughter.]

Senator GORE. Thank you.

Chairman ROTH. Mr. McNeill, I have some additional questions about the fire service, but we will submit those in writing. We appreciate your being here and wish you well.

Mr. MCNEILL. I appreciate the opportunity to respond and I promise the committee I'll come back with any specific answers to questions they have. Thank you, sir.

Chairman ROTH. Thank you.

[Biographical information, responses to prehearing questions, and responses to written questions submitted by Senator Roth follow:]

BIOGRAPHICAL INFORMATION

FOR

JAMES P. McNEILL

(NOMINEE FOR ASSOCIATE DIRECTOR, TRAINING AND FIRE PROGRAMS DIRECTORATE, FEDERAL EMERGENCY MANAGEMENT AGENCY)

A. BIOGRAPHICAL INFORMATION

1. Name: (Include any former names used.)

   James Peter McNeill (James P. McNeill)
   (In Army, known as James Cornelius McNeill)

2. Position to Which Nominated:

   Associate Director, Training and Fire Programs Directorate, Federal Emergency Management Agency

3. Date of Nomination:

   September 9, 1985

4. Address: (List current place of residence and office addresses.)

   Home: 3701 Queen Mary Drive
   Olney, Maryland 20832

   Office: 500 C Street, SW (Room 407-A)
   Washington, DC 20472

   Also: National Emergency Training Center
   16825 S. Seton Avenue
   Emmitsburg, Maryland 21727

5. Date and Place of Birth:

   April 9, 1933, in New York City, New York

6. Marital Status: (Include maiden name of wife or husband's name.)

   Married April 25, 1959
   to Jacqueline Jane Nolan (McNeill)

7. Names and Ages of Children:

   Martin John McNeill--24
   James Patrick McNeill--21
   Mary Ann McNeill--21
   Patrick Raymond McNeill--9

8. Education: (List secondary and higher education institutions, dates attended, degree received and date degree granted.)

Cathedral Prep., 500 Washington Avenue, Brooklyn, New York 9/47 - 6/51

Cathedral College, 500 Washington Avenue, Brooklyn, New York 9/51 - 6/55
Last two (2) years--Huntington, New York Seminary
B.A. Degree--Liberal Arts/Philosophy 6/55

New York University, Graduate School of Business Administration, 100 Trinity Place, New York, New York 9/59 - 6/62
MBA Degree - Management/Finance 6/62

New York University, Graduate School of Business Administration, 100 Trinity Place, New York, New York 9/63 - 6/73
Ph.D Course work completed, Degree pending

9. Employment Record: (List all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment.)

Employer	Title	Location	Dates
Federal Emergency Management Agency	Consultant, Training & Fire Programs Directorate	Washington, DC	5/85-Present
Department of Defense OSD/ISA	Special Planning Officer	Pentagon	12/84-5/85
Reagan-Bush '84 Committee	Assistant Campaign Director, Reagan-Bush Reelection Committee	Washington, DC	1/84-12/84
Federal Emergency Management Agency	FEMA Appointment to National War College	Ft. McNair, Washington, DC	8/83-12/83
Federal Emergency Management Agency	Senior Planning Officer, Civil Security Division	Washington, DC	9/81-8/83

Federal Emergency Management Agency	Senior Planning Officer, Continuity of Government Division	Washington, DC	1/80-9/81
National Fire Academy	Associate Superintendent for Operations, Planning and Evaluation	Washington, DC, and Emmitsburg, Maryland	9/77-1/80
U.S. Postal Service (Headquarters)	General Manager, Employee and Labor Relations Information Systems Division	Washington, DC	8/76-9/77
U.S. Postal Service Northeast Region	Director, Management Center	New York, New York	7/71-8/76
Seton Hall University	Assistant Professor of Industrial Relations/Management	South Orange, New Jersey	9/67-7/71
Manhattan College	Assistant Professor of Industrial Management	Riverdale, New York	9/64-9/67
NOPCO Chemical Company	Industrial Relations Manager/Corporate Training Director	Newark, New Jersey	3/62-9/64
U.S. Trust Company of New York	Estate/Trust Administrator	New York, New York	3/59-3/62
Chase Manhattan Bank	Pension Trust Administrator	New York, New York	10/56-3/59

10. Government Experience: (List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments, other than those listed above.)

I was a consultant to the U.S. Postal Service from December 1969 to July 1971, when I was asked to start up the Northeast Region's Management Center in New York at the request of Headquarters, U.S. Postal Service, Washington, D.C.

11. Business Relationships: (List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.)

Since 1965, I have been an intermittent consultant with Training Services, Inc., Rutherford, NJ (and with its affiliated contractors, the Center for Professional Advancement, East Brunswick, NJ; and A.L.L. Associates, North Brunswick, NJ). This work has always been as a sub-contractor and never as a partner nor officer. When I entered government service in 1971, this consulting work was very limited and always conducted on leave time and with no conflict of interest. Over the past three (3) years, the income from this consulting work has averaged $3,000-4,000 per year. My business/consulting relationship with Training Services, Inc., will end when I am confirmed as Associate Director of FEMA. In 1965, I also became Executive Vice President of Executive Development Associates in Newark, NJ and resigned from this position in 1967. In May of 1967, I organized, with several others, a consulting business, incorporated in New Jersey, called Intercomp, Inc., and served as its President until 1971 when the business was dissolved by mutual agreement. In 1975-76, I also served as Adjunct Professor of Management with the Fordham University Graduate School of Business Administration, in New York City.

12. Memberships: (List all memberships and offices held in professional, fraternal, scholarly, civic, business, charitable and other organizations.)

American Society of Training and Development 1963-1964, Secretary of the New Jersey Chapter.

Eastern Academy of Management, New York, 1972 Professional Member (New York University GBA Chapter).

Federal Training Council, New York, 1972-1973, Associate Member.

Organizational Development Network, National and New York Chapters, 1973-1976, Associate Member.

13. Political Affiliations and Activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

I have held no office with a political party nor have I ever been a candidate for public office.

(b) List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

Assistant Campaign Director for Management, Planning and Education, Reagan-Bush '84 Campaign Committee, from January 1 to December 15, 1984.

Registered Republican but prior to this campaign appointment, I did not participate in any Republican campaign activities because of Hatch Act restrictions.

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more for the past 10 years.

None. Most contributions over the past 10 years have been for Republican campaigns and political action committees. They have been given on numerous occasions, but were all less than $50 at any one time.

14. Honors and Awards: (List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.)

(1) Scholarship to New York University Graduate School of Business Administration, New York, 1963.

(2) Several awards from American Society for Training and Development: 1974, Award for "Project Interlock" Program (US Postal Service); 1975, Award for U.S. Postal Service "Regional (Northeast) Productivity Improvement" Program.

(3) Quality Step Increases for Excellent Work, National Fire Academy - 1978 and 1979; and Outstanding Merit Performance Ratings for 1979-1983.

(4) Selected as FEMA Representative to the National War College in August of 1983 and attended until December 31, 1983.

15. Published Writings: (List the titles, publishers, and dates of books, articles, reports, or other published materials which you have written.)

I have written numerous reports as an employee of the U.S. Postal Service and FEMA and under contract as a consultant. However, none of these reports were published.

16. Speeches: (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated.)

I have delivered no formal speeches during this period.

17. Selection:

(a) Do you know why you were chosen for this nomination by the President?

Yes, I was nominated for the position of Associate Director of the Training and Fire Programs Directorate because of my credentials in the education and training area and my knowledge of FEMA. I have over 20 years experience in education and training. I have held increasingly responsible positions in both the private sector and government in this field. I worked for the Federal Emergency Management Agency for over six years. I was with FEMA's National Fire Academy from 1977-1979 where I was responsible for all administrative operations and participated in the development of the Academy's first program plan. Other reasons for my nomination include my financial management experience and my work as Assistant Campaign Director for the Reagan-Bush Reelection Campaign.

(b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

I have an extensive background in the education and training field. I have over 20 years experience in this field, half of which has been spent as a university professor. I have held both private sector and government management positions in the education and training field, working as a corporate training director in the chemical industry and, in government, as Director of the Northeast Regional Management Center for the U.S. Postal Service and as Associate Superintendent for the National Fire Academy.

As a corporate training director for almost three years and a college professor for nine years, I understand the learning process in education; effective methods in stimulating and applying proper learning methodologies; and evaluation techniques to determine educational impact and application in training programs.

I have unique and practical experience with all the NETC training elements, particularly with the National Fire Academy as former Associate Superintendent. My experience with FEMA, specifically with its National Security and Civil Security educational programs, is most relevant.

I have an excellent working knowledge of government and have worked closely with Legislative and Executive Branch personnel. I am proud of my record of being open and responsive to all inquiries. I am accessible and always willing to listen and learn.

In addition, my experience with financial management and with the government budget process over the past fifteen (15) years qualifies me for effectively handling financial planning and budgeting for this position, which is a current and critical need of the fire and training programs.

My experience as a consultant has taught me how to assess and stimulate programs without becoming integrally involved in the delivery process. As Associate Director, I will shape policy and evaluate progress but allow the staff to take responsibility for program area development and production.

B. FUTURE EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

   If confirmed, I will sever all employment and business connections.

2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

   I have no plans, commitments or agreements to pursue outside employment, with or without compensation, during my service with the government.

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

   I have no plans, commitments or agreements after completing government service to resume employment or affiliation with previous employers or organizations.

4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

   No one has made a commitment to employ my service in any capacity after I leave government service.

5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

   Yes, I expect to serve out my full term or until the next Presidential election, whichever is applicable.

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients or customers.

   There are no such financial arrangements with business associates, clients, or customers.

2. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

   There are no investments, obligations, liabilities or other relationships that could involve potential conflicts of interest.

3. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

   There are no business relationships, dealings or financial transactions over the past 10 years that could result in possible conflicts of interest.

4. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

   Other than my work as Assistant Campaign Director for the Reagan-Bush Reelection Campaign from 1/1/84 to 12/15/84, which generally related to day-to-day campaign matters, I have engaged in no activities for the purpose of directly or indirectly affecting any specific legislation or public policy.

5. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items. (Please provide a copy of any trust or other agreements.)

   I have no known conflicts of interest. In the event any financial conflict of interest should arise, I would recuse myself from any decision.

6. Do you agree to have written opinions provided to the Committee by the General Counsel of the agency to which you are nominated and by the Attorney General's office concerning potential conflicts of interest or any legal impediments to your serving in this position?

   I agree to have written opinions provided to the Committee by the General Counsel of the Federal Emergency Management Agency and by the Attorney General's office concerning potential conflicts of interest or any other legal barriers to my serving in this position.

D. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

   No, I have not been disciplined nor cited for a breach of ethics for unprofessional conduct nor been the subject of a complaint to any court or other group.

2. Have you ever been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance, other than a minor traffic offense? If so, provide details.

   No, I have not been investigated, arrested, charged nor held by any Federal, State or local law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance.

3. Have you or any business of which you are or were an officer ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

   No, neither I nor any business of which I am or were an officer, has ever been involved in any administrative agency proceedings nor civil litigation.

4. Have you been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense?

   No, I have never been convicted of any criminal violation, even a minor traffic violation.

5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

   There is no additional information beyond the responses to the above questions.

Pre-Hearing Questions for James P. McNeill

I. Nomination Process and Potential Conflicts

1. Were any conditions, expressed or implied, attached to your nomination to be Associate Director of the Federal Emergency Management Agency?

There were no conditions, expressed or implied, attached to my nomination to be Associate Director of the Federal Emergency Management Agency's Training and Fire Programs Directorate. At that time, the Director of the Federal Emergency Management Agency did express his concern for restoring and enhancing the quality and effectiveness of the training and fire programs of the Agency, and anticipated that my prior experiences would assist in this effort.

2. What commitments have you made with respect to the policies and programs which you will attempt to implement as Associate Director of FEMA?

I have made no commitments to any persons or groups with respect to FEMA's policies and programs which I will attempt to implement as an Associate Director of FEMA. I am committed to working for the improvement and enhancement of the Training and Fire Programs Directorate by complying with the direction and priorities of the Director and in conjunction with the legislation, the intent of the Congress, and the direction of the Administration.

3. Are there any matters presently before FEMA from which you may have to disquality yourself? If so, please explain.

No, there are no such matters presently before FEMA from which I may have to disqualify myself.

4. What do you believe in your background and previous employment experience affirmatively qualifies you for this particular position?

My background and previous employment experience affirmatively qualifies me for this position. I have over 20 years of experience in education and training, in both the public and private sector, with half of this time being spent as a university professor. In my six years as a permanent employee of FEMA, three were spent as Associate Superintendent of the National Fire Academy. I also have a working knowledge of government and of financial management, as well as extensive experience as a management consultant.

II. Matters Relating to the Office of Associate Director of FEMA

1. What do you think will be the greatest challenges of the position to which you have been nominated?

The greatest challenges of the position to which I have been nominated include the following:

- Developing and delivering training and education programs that directly reduce the loss of life and property; and prepare the Nation's population to respond effectively to emergencies.

- Setting realistic training and education program goals and objectives that are developed and shared by the constituents in the State and local governments.

- Concentrating on the critical needs of emergency preparedness and building on the "strengths" that exist in the State and local areas.

- Foreseeing the future of emergency management and assuming that the curriculum, information and resources, are prepared and made available to the emergency community.

2. What do you feel are the greatest problems facing FEMA at this time?

The greatest problems facing FEMA at this time include the following:

- Poor morale and a recent lack of direction, which demands strong leadership that will get the Agency "back in gear" and "back to work."

- Poor image of an Agency which demands a stronger emphasis on realistic goal setting and planning on a shared and integrated basis, and on strengthened internal controls, and finally, on the economic use of limited resources.

These problems have been of the highest concern to the present management of FEMA, and much of the effort for resolving them has been started and should continue.

3. What steps will you take toward enhancing the quality of training and education at FEMA?

   The quality of emergency management training and education conducted by FEMA is essential in the Agency's role of providing leadership and guidance to emergency management activities in Federal, State and local and voluntary organizations. Evaluation of present programs and resultant benefits will be accomplished to redefine the goals of the FEMA training and education program. A Master Plan will be developed which identifies the critical components required to meet program needs at a level of quality which will not be affected by budgetary constraints.

4. Do you plan to make any changes in either the structure or curriculum of the National Emergency Training Center at Emmitsburg?

   A review of the structure and curriculum of programs at the Center along with the needs of the program offices and potential audiences is an early priority. The Center must reflect the Director's program priorities in serving the needs of State, local and Federal emergency managers. In its role as the focal point for all emergency management training coordination, NETC must be structured in a manner that will allow for the vision and flexibility necessary to meet the emergency preparedness needs in a rapidly changing world.

5. Do you believe it is important to measure the long-range impact of training at NETC? If so, how do you propose to accomplish this?

   It is extremely important to measure the long-range impact of training at NETC because it will be a measure of the positive improvement in the preparedness and response to emergencies. This will be accomplished by realistic evaluation of back-home applications in selected State and local emergency centers on a scheduled basis. Such evaluation should follow from the original program goals and help to set future training goals. Qualitative evaluation will be as important as quantitative evaluation.

6. There has been much controversy over the development of NETC-West at Carson City, Nevada. Do you think a Western training facility is needed and, if so, what role should it play in FEMA training activities?

Yes, it is needed because the NETC Emmitsburg facility has reached its capacity and many emergency and fire service managers in cities and communities throughout the United States are unable to receive the training that is essential to the public service they perform. The high cost of additional construction at the present NETC facility, along with the cost savings in travel and time with a facility in the West, where 49.5 percent of the present student population resides, makes for favorable cost benefits to the government. Initially, the facility at Carson City will conduct the courses that have been developed at EMI and NFA in NETC, Emmitsburg, which are in high demand subject areas and that are of special concern to the western states. As we gain experience at the facility and I have more time to evaluate the programs conducted at the two facilities, I will be in a better position to determine the long-term curriculum plans.

III. Relations with Congress

1. Do you agree without reservation to appear and testify before any duly constituted committee of the Congress if you are confirmed?

Yes.

2. Are you willing to provide such information as is requested by such committee?

Yes.

3. Are you aware of a need for any particular legislation which might affect the quality, efficiency, and effectiveness of the various programs which FEMA will be called upon to administer?

I do not have any legislative recommendations at this time.

QUESTIONS FROM SENATOR ROTH FOR MR. McNEILL

(1) Question: Is there a disparity between the Emergency Management Institute (EMI) per-student cost and the National Fire Academy (NFA) per-student cost, and if so, why and will it continue?

Answer: Mr. Chairman, I do not know if there is a disparity. I think it would be very difficult to determine, separately, the student costs of the EMI and the NFA because so many of the services provided to EMI and NFA students are provided by the same individuals. Also the per-student costs will be different because the NFA courses are more than twice as long as EMI's. I am certain that no disparity is intended, however I will look into this question upon my confirmation.

(2) Question: At one time, the resident student allocations for the Emmitsburg Training Facility provided that 75% of the student ratio be Fire Academy students and 25% be Emergency Management Institute or other students. Do you have any thoughts on the appropriate level of resident student allocations?

Answer: I am not aware of any policy that established a ratio for student allocation between the NFA and EMI. In general, I feel that training requirements should be established based upon need rather than quotas. If there is a feeling, Mr. Chairman, that there is an imbalance in the delivery of courses at the NETC between EMI and NFA, I would certainly be interested in discussing the subject and exploring the question in some detail.

(3) Question: At the present time, the entire travel budget of NETC is charged to the National Fire Academy. Will this be changed so that only National Fire Academy personnel travel is charged to the NFA budget?

Answer: Mr. Chairman, I understand that this situation is now changing and the change will continue. Apparently as a budgetary convenience, the travel funds for NETC were all placed under the NFA and then distributed to the other NETC program areas. I agree that travel funding for each program area should be separately budgeted. It is important to note, however, that an additional $100,000 was provided to NETC last year from civil defense funds. It would be wrong to conclude, therefore, that the NFA provides all the travel funds for NETC personnel.

Chairman ROTH. At this time, it is my pleasure to welcome Senator John Warner, a distinguished Senator from Virginia, who I know wants to help introduce General Becton.

Please proceed.

TESTIMONY OF HON. JOHN WARNER, U.S. SENATOR FROM THE STATE OF VIRGINIA

Senator WARNER. Thank you, Mr. Chairman, and my distiguished colleague from Tennessee. As you may know, as a member of the Armed Services Committee and subcommittee member of the Subcommittee on Strategic Forces, I oversee a good deal of the budget for this particular agency. For that reason, and more particularly because of my great respect and friendship with the President's nominee, I appear before you today for the purposes of his introduction.

I am especially pleased to have this opportunity to introduce Julius Becton, Jr., and to offer my unqualified support for his confirmation as Director of the Federal Emergency Management Agency.

General Becton's experience and expertise in the emergency management field convince me that his qualifications for Director of FEMA are unquestionable.

The Federal Emergency Management Agency was created to ensure that the American people have a cohesive National Emergency Management System. The agency serves as a catalyst in the development of that system through its support of Federal, State, and local emergency management programs. It has a unique role in Government and a very special mission. That is why the Director of FEMA must be highly qualified and possess special leadership and managerial abilities.

In General Becton, we have such an individual. He brings with him a high caliber of expertise, expertise derived from a distinguished 40-year career as a military officer and leader with an outstanding record on the civilian side of Government.

As a Deputy Commander of the U.S. Army Training and Doctrine Command, he initiated managerial policies that saved the Government several millions of dollars in revised training programs. Rather than diminish the effectiveness of these programs through cost-cutting measures, he improved and enhanced them. This experience offers a unique perspective on FEMA's National Emergency Training Center, the focal point of emergency training in the United States.

As Director of the Office of Foreign Disaster at the Agency for International Development, he gained a world view of emergency management issues that can only serve to enhance the effectiveness of our Nation's emergency preparedness programs.

Throughout his military and civilian careers, General Becton has distinguished himself as a team player. This ability will be important as he coordinates and directs various FEMA offices throughout the United States, building confidence in the Agency, both within and from outside.

As the chairman of the Strategic and Theater Nuclear Forces Subcommittee of the Senate Armed Services Committee, which is

charged with the oversight of the Nation's civil defense program, I look forward to working with General Becton on issues having to do with the Nation's civil defense program and its relationship to State and local disaster programs, as well as to broader issues related to strategic defense.

Due to the importance of this position, General Becton's nomination should be the subject of a careful review. My own investigation of his abilities has clearly shown that he is an individual with substantial professional competence, a man of integrity, a man with the unique ability to take the heat out of a crisis situation and get the job done. He is an outstanding choice for the Director of FEMA.

Mr. Chairman, I urge this committee's prompt and favorable action in the nomination of General Becton for the post of Director of FEMA. I believe he has the privilege of introducing his wife, who is here. Please introduce your wife.

Mr. BECTON. My wife, Louise.

Senator WARNER. Thank you.

Chairman ROTH. We want to welcome you, Louise, and thank you for being here today. We think it is a nice thing to have families on this important day. John, we appreciate your taking the time to come here and introduce Mr. Becton. I know you are a very busy man.

Senator WARNER. This was a privilege for me, because indeed, I have known the General, and he is an outstanding American and we are fortunate as citizens to have his service. Thank you.

Chairman ROTH. I think we are very fortunate in having the benefit of this.

Mr. Becton, would you please continue to stand and raise your right hand? Do you solemnly swear to tell the truth, the whole truth and nothing but the truth, so help you God?

Mr. BECTON. I do.

Chairman ROTH. Thank you.

As you know, Mr. Becton, I think the position for which you have been nominated is one of the most important. Never has there been an agency more in need of strong effective leadership than the one you are going to head. I am delighted that we have available a man of your background and qualifications.

Mr. Becton, do you have a prepared statement?

Mr. BECTON. Yes, Mr. Chairman, I do have a brief statement.

Chairman ROTH. Please proceed.

TESTIMONY OF JULIUS W. BECTON, JR., NOMINEE TO BE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY

Mr. BECTON. Sir, I would first like to express my profound appreciation to your colleagues, to Senators Warner and Trible for their gracious support, as well as to my many friends who have been very supportive of our efforts up to this point.

But most important, Mr. Chairman, I am grateful for the opportunity to appear before your committee. I consider the President's nomination of me to this post to be a great honor. As you know, I have spent the past 41 years serving our country to the best of my

ability, and I will be pleased to continue doing so in this new position.

The past 21 months at the Office of Foreign Disaster Assistance at the Agency for International Development has made it clear to me that it is not enough to have a plan and a competent staff of professional people to act with dispatch in response to a disaster or an emergency. The critical factor in what must always be a team response to a crisis is leadership of the highest order.

The team-building necessary, by all accounts, at FEMA is the kind of challenge that my career has led me toward. I realize that FEMA is not the Army, an organization in which I spent 39 years of my life. However, both organizations, FEMA and the Army, are made up of men and women who can be imbued with a commitment to excellence, team spirit, and a willingness to sacrifice.

I consider my greatest success to have been in the development of individuals to their fullest potential so that their response to challenge can be truly constructive and effective in serving their fellow men and women.

If I am confirmed to this post, my highest priority will be to establish the integrity and the competence of the Federal Emergency Management Agency as it should be.

Thank you, sir.

Chairman ROTH. Thank you.

Is there anything you are aware of in your background which might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. BECTON. Not that I know of, sir.

Chairman ROTH. Do you agree to sever all business and consulting relationships when you are confirmed?

Mr. BECTON. I do, sir.

Chairman ROTH. Do you know of any reason, personal or otherwise, that would prevent you in any way from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. BECTON. I know of no such reason.

Chairman ROTH. If you are confirmed, do you agree without reservation to appear and testify before any duly constituted committee of the Congress?

Mr. BECTON. I do, sir.

Chairman ROTH. Mr. Becton, would you describe for the committee what you see as FEMA's essential roles and responsibilities?

Mr. BECTON. FEMA, as we all know, is a very function-type organization. It boils down, as I see it, to being able to provide the necessary protection for our civilian population from disasters, either natural, manmade, or by war, to provide to the citizens the necessary support through the State and local governments of the things that they should have so we can carry out the functions of providing protection for them.

Chairman ROTH. What will be your priorities at FEMA?

Mr. BECTON. As I see it now, my first priority is team building, to reestablish the subject of competence, a feeling of well-being in parts of all of the FEMA family and not just FEMA/Washington.

Chairman ROTH. I agree with that statement.

You know, the committee has been contacted, as I mentioned when we got together in my office, by a number of people who are concerned about the status of the U.S. Fire Administration within FEMA. Several major commitments were made, as I am sure you are aware, to the Nation's fire service in return for supporting the transfer of the U.S. Fire Administration from the Department of Commerce into the new Federal Emergency Management Agency.

These commitments were ratified by Congress in 1978 and included assurances that the identity and integrity of the Fire Administration would be maintained within the FEMA organization. As the new director of FEMA, do you plan to honor this commitment?

Mr. BECTON. Mr. Chairman, I have heard the background presented. Quite frankly, I have not had the time to evaluate in detail. I will promise you and the members of the committee I will look into that at my earliest opportunity to come up with what I consider to be the appropriate action to be taken. I see no reason, at this time, why we should not live up to the promises that were made earlier.

Chairman ROTH. I think this is an extremely important commitment, and it is one that I shall take a great deal of personal interest in.

Mr. BECTON. I realize that, sir.

Chairman ROTH. So I look forward to working with you on this matter.

Do you plan to make any changes in the structure of the National Emergency Training Center at Emmitsburg?

Mr. BECTON. No, sir. I heard Mr. McNeill's comments earlier. He is more intimately qualified on that subject than I am at this moment. I intend to talk with and to consult with all of the top leaders in the FEMA family to arrive at an appropriate recommendation, and I do not intend to, at this moment, make any changes, assuming confirmation, because I think it is important to find out exactly what the situation is.

Chairman ROTH. Do you plan to return U.S. Fire Administration to its former organizational status so that the Fire Administrator would report directly to you?

Mr. BECTON. I would like to refer to my earlier statement, Mr. Chairman, and point out that I do intend to make a full assessment as to what the situation is. Again, I point out, that as of this moment, I feel we can certainly live up to the commitment. But I want to reserve the opportunity to further make an assessment.

Chairman ROTH. Do you plan to make the National Fire Academy part of the U.S. Fire Administration?

Mr. BECTON. Again, Mr. Chairman, I would like to make an assessment as to where it should be. It seems to me that there are certain modifications that can be made that exist today, but I would much rather make an indepth assessment and then get back to you.

Chairman ROTH. One more question. Do you intend to use the Joint Council of National Fire Service Organizations for guidance in the operation of fire programs.?

Mr. BECTON. Sir, I intend to use anyone whom I can talk with to get as much information as possible. I have already talked with the

chairman and a representative of the joint council. I intend to continue that type of dialog.

Chairman ROTH. Very good.

I have a number of questions from Senator Laxalt which we will submit to you in writing, and I would ask for their prompt answers so we can move forward quickly.

I do have some more questions, but Senator Gore?

Senator GORE. Yes; thank you, Mr. Chairman.

Mr. Becton, I want to welcome you and your wife before the committee.

Mr. BECTON. Thank you, sir.

Senator GORE. I strongly support your nomination. I believe you will do an excellent job based upon your distinguished record. I agree with the comments of the chairman that we are, indeed, fortunate to have someone of your background, ability, and competence willing to continue in the public service and undertake such an important responsibility.

I understand, on just a small matter, that you prefer to be called Mr. Becton rather than General Becton as you enter into this new responsibility. Is that correct?

Mr. BECTON. Mr. Gore, I really don't care——

Senator GORE. You don't care.

Mr. BECTON [continuing]. What they call me. I have made statements that I probably should not repeat here, but I don't care if they call me J.W., Julius, J.B., or whatever. Just don't say "hey you" or "boy." [Laughter.]

Senator GORE. I think you are pretty safe on that one. [Laughter.]

Mr. BECTON. OK. That is good. [Laughter.]

Senator GORE. I don't think I will follow that line of questioning any more. [Laughter.]

Mr. BECTON. Thank you, sir. [Laughter.]

Senator GORE. I explored with Mr. McNeill the questions on fourth quarter spending, sole sourcing of contracts and umbrella contracts. Would you speak to those three issues, please.

Mr. BECTON. Obviously, I cannot talk with any degree of expertise on what has happened at FEMA in the past as to the contracts. I share, however, Jim McNeill's response in terms of umbrella contracts. Certainly, sole source, I think it is very important that we restrict those to only those that must be done in an emergency.

I can use as an example, my currrent position as Director in the Office of Foreign Disaster Assistance. We use sole source, but only when there is a disaster and we have to have something right now and we can go to a proven source.

Other than that, we go out for competition, because I believe competition is healthy and it's the kind of thing our country is built on.

As far as the umbrella?

Senator GORE. Fourth quarter.

Mr. BECTON. Oh, I was amazed, and as a matter of fact, the first time I heard the numbers, was when you repeated them, of 70 percent in the fourth quarter.

Senator GORE. That was in fiscal year 1983. It went from 50 percent in fiscal year 1982 to 70 percent in fiscal year 1983. It was one of the things that was brought up in hearings about FEMA. Then the following year, it came back into line. In 1984, it came back down to 25 percent, and in 1985, 27 percent.

Mr. BECTON. That is where it should be. In that respect, you can take care of things like that.

Senator GORE. Good. I had that third on the list of contracting problems, because I do think that evidently is under control now.

On the question of an Inspector General, as you know, I have legislation before this committee to give the Inspector General's office at FEMA statutory independence. I think there are a number of reasons for doing this, one of them being I honestly think it would help to restore public confidence in the agency, which is so critical, and which is being restored.

I don't think it needs to be a controversial issue.

In your response to the committee's prehearing questions, you stated that you intuitively supported a strong Inspector General but that you would want the opportunity to weigh and think about it, and I don't quarrel with that. But is it safe to interpret your answer as leaning toward yes?

Mr. BECTON. Oh, certainly. Well, the reason I put the comment in there, the footnote, almost, I have used an Inspector General for quite a few years, and I know the benefit of an Inspector General.

However, in the past, all Inspectors General that I have had have basically worked for the commander, and I wanted to see what it looks like in the interpretation of what the legislation would have. I need, we need an Inspector General. Whether it works for me or works statutorily is up to the committee—or the Congress.

Senator GORE. It is a time of transition and change for FEMA, and I think you are the person for the job.

The Acting Director has already started some housecleaning and changes and so forth, and there have been a lot of personnel changes.

I want to say publicly on the record here that I remain concerned about one person who was a part of the investigation that took place who has not left FEMA but has, instead, been promoted and is heading the NETC-West project in Carson City that the chairman referred to earlier.

Frank Payne ordered NETC employees to ramrod through, without adequate review, three unsolicited proposals for a firm headed by an old associate of Mr. Guiffrida's, contracts totaling almost $200,000.

He had much responsibility for the construction of a private residence that was referred to earlier, $170,000 and a $1,000 bonus to an employee who had just been in Federal service for 7 weeks. One of the reasons I mention this is that I spent so much time investigating this whole matter, and I am so pleased with the constructive response which has taken place out there that I want to make sure it continues to go well. I feel I have a duty to those who share my concerns and who want to see the right thing done to say that for the record.

I know that you attended the Army War College at the same time as Mr. Payne. I am wondering if you have a personal opinion there.

Mr. BECTON. I went to the National War College here in Washington. We are classmates. There are no personal ties. We were professionals and professional soldiers who are now professionals in the business of FEMA. We will deal with that subject as professionals.

Senator GORE. All right. I wanted to say that for the record because of the concerns that I have and that others have who care a lot about FEMA, particularly as the NETC-West becomes the subject of controversy.

But in closing, let me just say, General Becton, or Mr. Becton or sir. [Laughter.]

I really do wish you the best. I look forward to working with you. I am not only supportive of your nomination, I am excited about the prospects of your confirmation, and I will actively work to make certain that that takes place and continue to work with you and Mr. McNeill and others at FEMA afterward to fulfill your important mission.

Thank you.

Mr. BECTON. Sir, as I indicated in our conversation, I'm looking forward to the opportunity to talk with you later on many subjects, and particularly for those who served in the 20th Engineers for which I have a high regard.

Senator GORE. OK.

Chairman ROTH. Thank you, Senator Gore. I would just like to publicly say I appreciate the interest that you have taken, not only now, but in the past, in FEMA, which is one of the more important agencies and certainly in need of being strengthened. Like you, I am pleased with the strong leadership potential exhibited here today.

I just have a couple more questions that I would like to ask. FEMA has, as you well know, responsibility for providing continuity and effective operation of the Government during a national emergency and for developing plans and policies related to peacetime and wartime emergencies.

One potential emergency I think we have to concern ourselves with is the possibility of a terrorist attack in the United States. How well prepared are we to respond to a major terrorist incident such as the disruption of electric power or communications?

Mr. BECTON. Mr. Chairman, I really am not qualified to respond to that question right now. I have my own gut feeling, and from what I would extrapolate from what I've seen in foreign areas where we have operated, that when you try to defend against terrorists across the border, you're almost fighting from jail, because it's very, very difficult to defend a water system, electrical system, power plants, and all of that. I just think we have to find ways to make sure that when such things happen, if they were to occur, that we can have a swift justice and make sure that we can do proper justice to those who perpetrate such acts.

Chairman ROTH. I don't really expect you to be able to answer that at this time, but I do think this is a serious problem——

Mr. BECTON. It is a very critical area.

Chairman ROTH [continuing]. That we ought to be giving considerable thought and planning to. Among the other questions in this area, I think, is whether or not we have adequate coordination between Federal, State, and local governments. I would request that you give this matter some careful attention, which I know you will.

Mr. BECTON. I assure you we will.

Chairman ROTH. We may have a few other questions, but in the interest of time, we will put those in writing. As Senator Gore has said, we are very pleased that you are willing to continue your public service in such a vital area. I assure you and Mr. McNeill that we will want to move very quickly with these nominations, because we think it is important that the agency itself have the new leadership in place as promptly as possible.

I want to thank you and your family and Mr. McNeill and all the others for being here today. Good luck, and we will act expeditiously.

Mr. BECTON. Thank you, sir. Thank you.

[Mr. Becton's biographical information, responses to prehearing questions, and responses to written questions from Senators Roth and Laxalt follow:]

BIOGRAPHICAL AND FINANCIAL INFORMATION

FOR

JULIUS W. BECTON, JR.

(NOMINEE FOR DIRECTOR,
FEDERAL EMERGENCY MANAGEMENT AGENCY)

A. BIOGRAPHICAL INFORMATION

1. Name: (Include any former names used.)

   Julius Wesley Becton, Jr.

2. Position to which nominated:

   Director, Federal Emergency Management Agency

3. Date of nomination:

   September 30, 1985

4. Address: (List current place of residence and office addresses.)

   Home: 7737 Jewelweed Court
   Springfield, Virginia 22152-3148

   Office: Office of U.S. Foreign Disaster Assistance
   Agency for International Development
   Room 1262A
   320 21st Street, N. W.
   Washington, DC 20523

5. Date and place of birth:

   29 June 1926, Bryn Mawr, Pennsylvania

6. Marital status: (Include maiden name of wife or husband's name.)

   Married 29 January 1948
   to Louise Adelaide Thornton Becton

7. Names and ages of children:

   Shirley Inez Becton McKenzie - 36
   Karen Louise Becton Johnson - 35
   Joyce Wesley Becton Cokley - 32
   Renee Marie Becton - 25
   Julius Wesley Becton III - 19

8. Education: (List secondary and higher education institutions, dates attended, degree received and date degree granted.)

Ardmore Jr. High, Ardmore, Pennsylvania
September 1939 - June 1941

Lower Merion High School, Ardmore, Pennsylvania
September 1941 - June 1944

Infantry OCS, Ft. Benning, Georgia
April 1945 - August 1945

Muhlenberg College, Allentown, Pennsylvania
February 1947 - June 1948

Infantry Officer Associate Basic Course, Ft. Benning, Georgia
June 1949 - September 1949

Infantry Officer Communications Course, Ft. Benning, Georgia
February 1952 - April 1952

Infantry Officer Advanced Course, Ft. Benning, Georgia
September 1953 - April 1954

Prairie View A&M College, Prairie View, Texas
February 58 - June 1960 (part-time)
B.S. Degree - Mathematics - June 1960

U.S. Army Command & General Staff College, Ft. Leavenworth, Kansas
July 1960 - July 1961

Armed Forces Staff College, Norfolk, Virginia
January 1964 - June 1964

Infantry Airborne Course, Ft. Benning, Georgia
July 1964 (3 weeks)

Institute for Defense Analysis, Arlington, Virginia
August 1965 - September 1966

University of Maryland, College Park, Maryland
September 1966 - October 1966
M.A. Degree - Economics - January 1967

National War College, Ft. McNair, Washington, DC
August 1969 - June 1970

9. Employment record: (List all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment.)

NOTE: My entire adult life was spent in school or in the U.S. Army until retirement in August 1983.

Employer	Title	Location	Dates
Agency for International Development	Director Office of U.S. Foreign Disaster Assistance	Washington, DC	1/84-Present
U.S. Army, Training and Doctrine Command	Deputy Commander for Training, and The Army Inspector of Training	Ft. Monroe, VA	7/81-8/83
U.S. Army, VII Corps	Commander	Stuttgart, Germany	10/78-6/81
U.S. Army, Operational Test and Evaluation Agency	Commander	Falls Church, VA	11/76-10/78
U.S. Army, 1st Cavalry Division	Commander	Ft. Hood, TX	2/75-11/76
U.S. Army, Training Center	Deputy Commander	Ft. Dix, NJ	9/72-1/75
U.S. Army, Office of Personnel Operations (OPD)	Chief, Armor Branch	Washington, DC	1/72-8/72
U.S. Army, 2d Armored Division	Brigade Commander	Ft. Hood, TX	7/70-1/72
National War College	Student	Ft. McNair, DC	8/69-6/70
U.S. Army, Special Review Board, Office of the Deputy Chief of Staff, Personnel	Board Member	Washington, DC	1/69-7/69
U.S. Army, 101st Airborne Division	Squadron Commander and Deputy Brigade Commander	Ft. Campbell, KY and Republic of Vietnam	9/67-12/68

9. Employment record (continued):

U.S. Army, Office of the Chief of Staff	Staff Officer	Washington, DC	10/66-8/67
University of MD	Student	College Park, MD	9/66-10/66
Institute for Defense Analysis	Student	Arlington, VA	8/65-9/66
U.S. Army, Promotion & Retention Division, Office of the DCSPER	Staff Officer	Washington, DC	8/64-7/65
Armed Forces Staff College	Student	Norfolk, VA	2/64-7/64
U.S. Army, 4th Logistical Command	Staff Officer	Verdun, France	8/61-12/63
U.S. Army, Command & General Staff College	Student	Ft. Leavenworth, KS	7/60-7/61
Military Science Department, Prairie View A&M College	Assistant Professor of Military Science	Prairie View, TX	6/57-6/60
U.S. Army, CCB 2d Armored Division	Staff Officer and Company Commander	Mainz, Germany	5/54-5/57
U.S. Army, Infantry School	Student	Ft. Benning, GA	9/53-4/54
U.S. Army, 5th Infantry Division	Commander and Staff Officer	Indiantown Gap Military Reservation, PA	9/51-8/53
U.S. Army, 1117th Army Service Unit	Platoon Leader	Camp Edwards, MA	6/51-9/51
U.S. Army, 60th Infantry Regiment	Platoon Leader	Ft. Dix, NJ	5/51-6/51
U.S. Army, 9th Infantry Regiment	Company Commander and Platoon Leader	Ft. Lewis, WA and Korea	9/49-5/51
U.S. Army, Infantry School	Student	Ft. Benning, GA	6/49-9/49

9. Employment record (continued):

U.S. Army, 29th Signal Battalion	Platoon Leader	Ft. Bliss, TX	1/49-6/49
U.S. Army, 229th Signal Operations Company	Platoon Leader	Ft. Monmouth, NJ	11/48-12/48
Muhlenberg College	Student	Allentown, PA	2/47-6/48
U.S. Army, 542d Signal Heavy Construction Co.	Platoon Leader	Manila, Philippines	1/46-11/46
U.S. Army, 369th Infantry Regiment	Platoon Leader	Far East Command	9/45-1/46
U.S. Army, Training Centers	Enlisted Service	Keesler Air Base, MS MacDill Air Base, FL Ft. Benning, GA Ft. McClellan, AL	7/44-8/45

10. Government experience: (List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments, other than those listed above.)

I was a consultant for Hay Associates with the responsibility to describe my observations of the Department of Defense's Training Data and Analysis Center (TDAC) located in Orlando, Florida, during the period 11-14 June 1985.

11. Business relationships: (List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.)

In addition to my participation with Hay Associates (see Para 10 above), I am also an Associate of Burdeshaw Associates, Inc., although I have not performed any work for them.

12. Memberships: (List all memberships and offices held in professional, fraternal, scholarly, civic, business, charitable and other organizations.)

Name and Location	Dates	Status
Afro-American Veterans Assn., Boston, MA	1979-80	Member

12. Memberships (continued):

American Defense Preparation Assn., Washington, DC	1976 to Present	Member
Association of U.S. Army, Washington, DC	1954 to Present	Member
BSA, Leon Valley, HOT, Waco, Texas	1975-76	Chairman
Disabled American Veterans, Washington, DC	1966 to Present	Member
International Platform, Chicago, Illinois	1977-82	Member
Interdenominational Theological Center, Atlanta, Georgia	1982 to Present	Board of Visitors
Muhlenberg College Alumni, Allentown, Pennsylvania	1966 to Present	Member
NAACP, New York, NY	1951 to Present	Member
National Black Veterans Association, Boston, MA	1977-79	Member
National Association of Uniformed Service, Alexandria, VA	1967 to Present	Member
National War College Association, Washington, DC	1970 to Present	Member
NCOA, San Antonio, Texas	1984 to Present	Member (Honorary)
Neighbors, Inc., Washington, DC	1967 to Present	Member
Ole Timers, Ft. Dix, New Jersey	1972 to Present	Member
ORSA, Baltimore, MD	1966 to Present	Member
Prairie View A&M Alumni, Prairie View, Texas	1960 to Present	Member
Rocks, Inc., Oxon Hill, MD	1974 to Present	Member
Society of American Military Engineers, Washington, DC	1977 to Present	Member

12. Memberships (continued):

Southwest Athletic Official Association, Prairie View, TX	1957-60	Member
The Retired Officers Association, Alexandria, VA	1983 to Present	Board of Directors
U.S. Horse Cavalry Association, Ft. Riley, Kansas	1979 to Present	Member
U.S. Armor Association, Ft. Knox, Kentucky	1957 to Present	Vice President
USO, Washington, DC	1985 to Present	Board of Governors
1st Cavalry Division Association, Copperas Cove, Texas	1975 to Present	Advisory Council
2d Infantry Division Association, Detroit, Michigan	1979 to Present	Member
101st Airborne Division Association, Ft. Campbell, KY	1968 to Present	Member
366th Infantry Division Regiment Division, Washington, DC	1976 to Present	Member

13. Political affiliations and activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

I have not held any office with a political party nor have I ever been a candidate for public office.

(b) List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

I am a registered Republican, but have never participated in any campaign activities because of the Hatch Act restrictions.

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more for the past 10 years.

None. All contributions have been less than $50.

14. Honors and awards: (List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.)

(a) Doctor of Laws (Honorary), Huston Tillotson College, Austen, TX.

(b) Military Medals:

Distinguished Service Medal
Silver Star with one Oak Leaf Cluster
Legion of Merit with one Oak Leaf Cluster
Distinguished Flying Cross
Bronze Star Medal with one Oak Leaf Cluster
Air Medal with "Valor" Device and four Oak Leaf Clusters
Army Commendation Medal with one Oak Leaf Cluster
Purple Heart with one Oak Leaf Cluster
Good Conduct Medal
Knight Commanders Cross (Badge and Star) of the Order of Merit (FRG)
Vietnam Gallantry Cross with one Palm and one Silver Star (RVN)

(c) Special Recognitions:

Gertrude E. Rush Award, 1984
Rock of The Year Award, 1983
Top Hat Award, 1973
Distinguished Member, Infantry Officer Candidate School Hall of Fame
Knight, Military and Hospitaler Order of St. John of Jerusalem, Knights of Malta
Who's Who in America
Ebony Magazine's 100 Most Influential Blacks in America
Several awards from the NAACP

15. Published writings: (List the titles, publishers, and dates of books, articles, reports, or other published materials which you have written.)

I have written numerous reports for the U.S. Army over the years; however, none of them was published to the best of my knowledge.

The following book reviews were published:

"The Black Military Experience in the American West", reviewed in Armor Magazine in the summer of 1972.

"NATO Under Attack", reviewed in Parameters, USAWC, in autumn of 1984.

"Bloods", reviewed in The Washington Post, 23 September 1984.

16. Speeches: (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated.)

I have included two speeches presented this year:

The Keynote Address delivered at the first U.S. meeting of "Emergency '85" on 21 May 1985; and

A presentation to the Civil Affairs Association in Philadelphia, Pennsylvania, on 25 May 1985.

17. Selection:

(a) Do you know why you were chosen for this nomination by the President?

Yes. I believe I was nominated because of my long career in crisis management, training management, operations, and team-building during my almost forty years in the U.S. Army, as well as my recent experiences in the field of international disaster assistance.

(b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

Currently I am responsible for directing the U.S. Government activity charged with worldwide response to disasters, man-made or natural. Solely responsible for a $25 million budget, primarily used for emergency relief and preparedness in Third World countries. Frequently meet with members of Congress and their staffers, heads of other U.S. Government agencies, U.S. Ambassadors and Heads of State, as well as private volunteer organizations. Through tasking authority, direct Department of Defense response, as appropriate. During the latter half of FY 1984, initiated policies which saved the U.S. Government several million dollars through revised training programs and in-depth on-the-ground assessments. Throughout all of FY 1985, my office spent over $175.3 million in disaster relief operations, most of which was used in Africa. This office closed out FY 85 coordinating the U.S. Government response to the Mexican earthquake.

As the Deputy Commander of the U.S. Army Training and Doctrine Command, I directed one of the largest training activities in the country. I established a new position charged with the responsibility for all institutional training of newly accessed personnel and the continuing education and training of mid-level professionals in over 300 specialties. Additionally, I implemented and supervised associated training policies, publications, and training

17. Selection (continued):

support for use throughout the total force. As the first Inspector of Training in recent times, I conducted world-wide inspections and reported directly to the Army's Chief of Staff on personal assessments in the critical areas of training philosophy, utilization of training support and training standardization throughout the total force.

For almost three years, I directed the training activity of one of the largest U.S. formations in West Germany. Orchestrated the training, operations, logistical and administrative management of all assigned personnel. Conceived and implemented the Command Women's Symposium, which developed more than 200 issues pertaining to the utilization of all women (soldiers, civilian employees, and family members) within the area; it became the forerunner for the current series of Army Family Symposiums. Some of the results include changed policies, civil service credit for overseas family members' employment, mandatory classes on sexual harassment, recognition of big dollar savings on the part of volunteers, and initiation of associated training programs. During this period, there were more than 88,000 service members in my command area, 76,000 family members, and 21,000 employees. Our annual budget, including salaries, was almost $2 billion.

As the Commander of the Army's Operational Test and Evaluation Agency, I was considered the Army's honest broker for all major operational tests. The Agency designed, executed and evaluated testing for more than 400 major and non-major systems.

As the Chairman and Chief Operating Officer for the Army's Senior Steering Committee on Physical Fitness, I initiated the development, implementation and evaluation of plans, policies, and programs for the Army's revised approach to physical training as a system. This major re-look was considered by the President's Council on Physical Fitness to be a showcase for the nation.

In 1982 I was appointed Chairman of the Army's Standards in Training Commission. We developed for the first time Army-wide standards for 38 weapon systems, utilizing simulations, miniaturization, and training devices designed to improve readiness while reducing the escalating cost of ammunition in training.

B. FUTURE EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

   If confirmed, I will sever all employment and business connections.

2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

   I have no plans to pursue outside employment during this appointment.

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

   I have no plans, commitments or agreements to resume employment with previous employers.

4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

   No one has made such a commitment.

5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

   Yes, I expect to serve a full term or until the next Presidential election, whichever is applicable.

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients or customers.

   There are no such financial arrangements.

2. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

   There are no such investments, obligations, liabilities, or other relationships which could involve potential conflict of interest.

3. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

   There are no such business activities that could lead in any way to a potential conflict of interest.

4. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

   I have not personally engaged either directly or indirectly in attempting to influence any legislation.

5. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items. (Please provide a copy of any trust or other agreements.)

   I have no known conflict of interests. In the event some future conflict of interest should arise, I would not participate in the decision-making process for that particular matter.

6. Do you agree to have written opinions provided to the Committee by the General Counsel of the agency to which you are nominated and by the Attorney General's office concerning potential conflicts of interest or any legal impediments to your serving in this position?

   Yes, I agree to have written opinions provided the Committee by either the General Counsel of FEMA or the Attorney General's Office on any potential conflicts of interest.

D. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

   No, I have not been disciplined nor cited for unprofessional conduct nor have I been the subject of a complaint to any court or group.

2. Have you ever been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance, other than a minor traffic offense? If so, provide details.

   No, I have not been the subject in any jurisdiction for violation of any law, regulation or ordinance except minor traffic offenses.

3. Have you or any business of which you are or were an officer ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

   No, I have never been involved in any way in any administrative agency proceedings or civil litigation.

4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense?

   No, I have never been convicted of any criminal violation, excluding minor traffic violations.

5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

   There is no additional information that should be considered in connection with this nomination.

PRE-HEARING QUESTIONS

FOR

JULIUS W. BECTON, JR.

(NOMINEE FOR DIRECTOR,
FEDERAL EMERGENCY MANAGEMENT AGENCY)

I. Nomination Process and Potential Conflicts

1. Were any conditions, expressed or implied, attached to your nomination to be the Director of the Federal Emergency Management Agency?

There were no conditions, expressed or implied, attached to my nomination to be the Director of the Federal Emergency Management Agency.

2. What commitments have you made with respect to the policies and programs which you will attempt to implement as the Director of FEMA?

I have made no commitments with respect to policies and programs concerning FEMA, other than to be completely objective in my assessment after confirmation.

3. Are there any matters presently before FEMA from which you may have to disqualify yourself? If so, please explain.

There are no matters before FEMA that I am aware of which would cause me to disqualify myself.

4. What do you believe in your background and previous employment experience affirmatively qualifies you for this particular position?

Currently I am responsible for directing the U.S. Government activity charged with worldwide response to disasters, man-made or natural. Solely responsible for a $25 million budget, primarily used for emergency relief and preparedness in Third World countries. Frequently meet with members of Congress and their staffers, heads of other U.S. Government agencies, U.S. Ambassadors and Heads of State, as well as private volunteer organizations. Through tasking authority, direct Department of Defense response, as appropriate. During the latter half of FY 1984, initiated policies which saved the U.S. Government several million dollars through revised training programs and in-depth on-the-ground assessments. Throughout all of FY 1985, my office spent over $175.3 million in disaster relief operations, most of which was used in Africa. This office closed out FY 85 coordinating the U.S. Government response to the Mexican earthquake.

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specialties. Additionally, I implemented and supervised associated training policies, publications, and training support for use throughout the total force. As the first Inspector of Training in recent times, I conducted worldwide inspections and reported directly to the Army's Chief of Staff on personal assessments in the critical areas of training philosophy, utilization of training support and training standardization throughout the total force.

For almost three years, I directed the training activity of one of the largest U.S. formations in West Germany. Orchestrated the training, operations, logistical and administrative management of all assigned personnel. Conceived and implemented the Command Women's Symposium, which developed more than 200 issues pertaining to the utilization of all women (soldiers, civilian employees, and family members) within the area; it became the forerunner for the current series of Army Family Symposiums. Some of the results include changed policies, civil service credit for overseas family members' employment, mandatory classes on sexual harassment, recognition of big dollar savings on the part of volunteers, and initiation of associated training programs. During this period, there were more than 88,000 service members in my command area, 76,000 family members, and 21,000 employees. Our annual budget, including salaries, was almost $2 billion.

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In 1982 I was appointed Chairman of the Army's Standards in Training Commission. We developed for the first time Army-wide standards for 38 weapon systems, utilizing simulations, miniaturization, and training devices designed to improve readiness while reducing the escalating cost of ammunition in training.

II. Matters Relating to the Office of the Director of FEMA

1. What do you think will be the greatest challenges of the position to which you have been nominated?

In a general sense, I believe that my first order of business will be rebuilding a team in which all members of the FEMA family will have their confidence restored in the organization, as well as in themselves. Hopefully, this will also lead to a restoration of the budget necessary to accomplish our mission.

2. What do you feel are the greatest problems facing FEMA at this time?

In addition to my response to Question 1 above, I have been led to believe that there is a perception that only the decision-makers in Washington count. In order to maximize FEMA's impact throughout the country, it is imperative that FEMA/Washington listen to all key personnel regardless of location.

3. What role do you believe FEMA should play in implementing state and and local emergency programs?

Our primary emphasis must be on financial and technical assistance to the state and local emergency management programs in the development and delivery of population protection capability arising from national security threats and those natural hazards which could have catastrophic effects. Additionally, FEMA must encourage and support state and local governments in the enhancement of their emergency management infrastructure in order to enable them to respond to emergencies.

4. Do you plan to pursue the Integrated Emergency Management System, which was designed to coordinate federal, state and local emergency capabilities? What changes, if any, do you foresee in the development and implementation of that plan?

I believe the Integrated Emergency Management System (IEMS) is fundamentally a resources management system by which governmental resources can be allocated against defined risks. As I understand it, under the IEMS methodology each jurisdiction seeking to participate in the federal assistance goes through a prescribed process of risk/vulnerability assessment, identification of existing capabilities to deal with those risks, and a determination of priority requirements to raise their ability to the desired level capability. The concept appears to be sound and should be a valuable management tool for use at all jurisdictional levels. In my judgment, this approach should be continued and encouraged for fuller implementation within the emergency management community at all jurisdictional levels and should remain a principal tool for FEMA to allocate resources against well-defined needs and capability shortfalls.

5. FEMA was established by a reorganization plan several years ago to consolidate the Government's emergency management responsibilities. Do you believe this reorganization has worked well? Are there any further changes needed to provide an optimal organization?

While I understand the rationale to consolidate activities, I really have not had an opportunity to assess how well this has been accomplished. I will need some time to make a determination as to whether additional changes are necessary.

6. FEMA's mission includes developing ways of mitigating the impact of emergencies and disasters, in addition to responding to them. What emphasis do you propose to give Agency programs which deal with preventive measures?

I have long held the view that an ounce of prevention is worth many pounds of cure. Mitigation and preparedness are no exceptions in the business of emergencies and disasters. While I realize from my experience in A.I.D. that disaster response has many constituents, and preparedness, mitigation, and preventive measures do not, I intend to work very hard to emphasize the criticality of such programs.

7. FEMA has been developing a seven-year plan to relocate the civilian population from the cities to the countryside in the event of a nuclear attack. There appear to be differing views on the feasibility of such a relocation, especially on short notice. What are your views on this strategy? Would you make any major changes in this approach to civil defense?

It is clear that in principle there are only two basic ways to protect oneself from a life-threatening hazard: One is shelter; the other is to go somewhere else, out of harm's way--that is, evacuation.

The latter tactic is appropriate in threat situations which allow time for people to move to safer places--for example, a hurricane, the release or threatened release of chlorine or other toxic substance, or the threat of a nuclear power plant accident. Indeed, just this last August, some 1.5 million people reportedly evacuated Gulf Coast communities from Florida to Louisiana, as Hurricane Elena veered about threatening various areas--that was the hurricane which finally came ashore near Biloxi, doing great damage there, with extensive damage at Mobile and other places on the Gulf.

One point is basic: Plans for evacuation are state and local government plans, and they are executed by state and local governments. This is true of hurricane evacuation, and it would be true of any such operations that might be carried out in an acute international crisis.

As for the feasibility of large-scale evacuation during an acute crisis, I would want to look more closely at the issues before coming to a firm judgment. On the one hand, it would seem that evacuation would be feasible from cities similar to Biloxi, Tampa-St.Petersburg, or Galveston, because they have actually done it. On the other, it seems clear that massive problems would be involved in any attempt to evacuate large metropolitan areas.

I understand that for two years now FEMA has taken an integrated, all-hazards approach to emergency planning--so that state and local plans are to cover evacuation from any hazard which may threaten local populations--hurricanes or chlorine release, as well as an acute crisis.

It would seem to me that, should an acute crisis develop, large numbers of people are going to evacuate spontaneously, at their own initiative, regardless of whatever plans have or have not been made. I understand

that during the Three Mile Island incident in 1979, 40 percent of the people living within 15 miles of the power plant evacuated on their own, with no advice from the Governor of Pennsylvania to do so. Thus, it would seem prudent to do some degree of planning as a hedge against such likely spontaneous evacuation.

An alternative to evacuation is for people to seek shelter in their homes or nearby buildings, which can afford some modest protection against blast effects. (I think it is clear that the U.S. is not likely to embark on a blast shelter program such as the Swiss have, since this would involve expenditures of scores of billions of dollars.) Perhaps the best solution would be evacuation plans for some areas and reliance on best-available existing protection in other areas--at state and local option.

Again, however, I would want to look at the issues carefully before reaching any final conclusion.

8. Your predecessor was criticized for his use of agency funds to explore measures that would allow humans to survive a nuclear attack. Do you intend to complete ongoing research in this area or begin new research?

The Declaration of Policy contained in Section 2 of the Federal Civil Defense Act of 1950 states that, "It is the policy and intent of Congress to provide a system of civil defense for the protection of life and property in the United States from attack and from natural disasters." The major purpose of the civil defense program administered by FEMA, in my judgment, is to explore and develop measures that would allow people to survive either a nuclear attack or a natural disaster, consistent with the policy stated by Congress. Research in support of these aims would, therefore, be consistent with Congressional intent. If it were determined that research was being conducted in areas not consistent with this policy, then it would be appropriate for it to be terminated.

As with other FEMA programs and activities, I would need to familiarize myself in detail with research efforts before coming to any final conclusion.

9. FEMA is responsible for planning for disasters in the United States similar to the recent major earthquake in Mexico. In your view, are additional efforts needed to improve earthquake preparedness in this country, expecially in high risk areas?

FEMA, as lead agency for the National Earthquake Hazards Reduction Program (NEHRP), submitted to the Congress last January the NEHRP Five-Year Plan Fiscal Years 1985-89. The plan developed by FEMA, the U.S. Geological Survey (USGS), the National Science Foundation (NSF) and the National Bureau of Standards (NBS) shows how these individual agencies--the ones principally involved in earthquake programs--will

implement an effective, coordinated effort over the next five years. I have been told that the plan details the agencies' programs to gather information needed to understand better the earthquake hazard in various areas of the country, to develop a better understanding of the impact of ground motion on buildings and ways to lessen that impact; to increase public awareness of the hazards associated with earthquakes; to develop techniques to predict when and where earthquakes will strike; and to encourage and assist local governments and the public at-large to take appropriate preparedness and response actions.

Apparently, this plan received considerable review prior to its submittal to the Congress, including an analysis by an independent panel of experts. Since it represents what is believed to be necessary to reduce the nation's vulnerability to earthquakes, no additional effort beyond what is included in this plan is warranted at the present time. However, incorporated into the plan is the provision for a review of this plan annually or in the event of a significant earthquake occurrence. The recent earthquake in Mexico provides a unique opportunity to gain valuable information and insight into the earthquake threat. Additionally, it's imperative that the private sector get involved in any future determination as to our preparedness. Based upon subsequent analysis, it may be necessary to revise our plans accordingly.

10. The Administration has set a goal to have the flood insurance program actuarially sound by 1988 through means such as rate increases and reduced exposure to potential losses. Others argue that Congress intended that populations at risk be provided affordable protection even if the Government incurs net losses. What are your views on the basic goals for this program?

While the policy of previous Administrations has been to provide heavily subsidized flood insurance rates, I have been advised that the enabling legislation does not require heavily subsidized rates. In fact, with the exception of existing construction, the law requires that the rates be established using actuarial principles which incorporate necessary expenses such as operating costs and administrative expenses. The statute does not specify the degree to which existing constructions must be subsidized, but rather speaks to "reasonable premium rates".

Aprarently, the goal of a self-supporting program by 1988 was established for two reasons: (1) to reduce the federal deficit, and (2) to shift some of the burden for this program from the general taxpayer to the recipients of its benefits.

The Administration has continually monitored the impacts of the rate increases and coverage changes that have taken place over the last five years. Should these program changes decrease the policyholder base, or, in any other way, harm the program, this goal will be re-examined. Until there is an indication that either of these is occurring, the Administration remains convinced that a self-supporting flood insurance program is appropriate.

11. In its February, 1985 report, Management of the U.S. Government, Fiscal Year 1986, the Office of Management and Budget stated (p. 55) that FEMA would "consolidate and reduce the number of regional offices from ten to six." However, the Committee understands that FEMA has not implemented this proposal. Do you have any plans to consolidate or reorganize FEMA's field structure?

I am not prepared at this time to suggest any significant change in the regional structure.

12. Do you plan to make any changes in either the structure or curriculum of the National Emergency Training Center at Emmitsburg?

One of the first priorities will be to review the structure and curriculum of FEMA's training and education programs. This will include analyzing the best way to meet the needs of State, local and Federal emergency managers. In our role as the Federal focal point for emergency management training coordination, programs must be structured to allow flexibility and to reflect changing technologies and methodologies. We will strive to offer excellence in our programs and ensure they reflect FEMA's mandate to serve the public in time of emergency, to include the possible inclusion of international expertise.

13. There has been much controversy over the development of NETC-West at Carson City, Nevada. Do you think a Western training facility is needed and, if so, what role should it play in FEMA training activities?

While I realize that the FEMA's position is to support a Western training facility, I intend to reserve judgment until I have a much better understanding in this very sensitive area. If such a facility is clearly in the best interest of the U.S. Government, based upon the need to accommodate all students, I will take steps to develop the program for NETC-West in a deliberate manner to ensure that all students' needs are met and that academic credibility and cost-effectiveness are achieved.

14. Sole source agency procurement has been a matter of concern for Congress. We understand that FEMA has made widespread use of sole source contracts in the past. Do you intend to continue this practice?

I strongly believe in competitive procurement processes. I intend to set a goal that FEMA's procurements by sole source contracting be at or below that of the government average.

15. Do you intend to adhere to the procurement policies dictated by OMB Circular A-109 and the Competition in Contracting Act of 1984?

I understand that FEMA has revised its procurement regulations in August to be in compliance with A-109 and the Competition in Contracting Act. I further understand that a competition advocate has been appointed. I intend that these policies and negotiations be carried out.

16. In your opinion, should FEMA have an Inspector General who has statutory independence from the Director of the FEMA?

I have been told that there is pending legislation before this Committee on this subject and that FEMA has been requested to comment on the bill. Intuitively, I support a strong Inspector General, but I'm not prepared at this time to comment on specific methods of implementing that capability.

17. How much foreign travel is warranted for the Director of FEMA? For what purpose?

While I am aware of an international responsibility, I do not have an appreciation as to the extent that foreign travel is involved.

III. Relations with Congress

1. Do you agree without reservation to appear and testify before any duly constituted committee of the Congress if you are confirmed?

Yes.

2. Are you willing to provide such information as is requested by such committees?

I am perfectly willing to cooperate with any Committee of the Congress in making available requested information in accordance with my legal responsibilities.

3. Are you aware of any need for particular legislation that might help the quality, efficiency, and effectiveness of the various programs which FEMA will be called upon to administer?

I am not aware of any additional legislation at this time; however, I would like to reserve final judgment until I can make an in-depth assessment and then return to this Committee for guidance and assistance.

QUESTIONS FROM SENATOR ROTH
FOR JULIUS W. BECTON, JR.

1. Do you intend to restore eight additional professional Full-Time Equivalent's to the Field Program Division of the National Fire Academy, and eight additional full-time professional FTE's to the Residential Program Division of the National Fire Academy?

   I simply do not have enough information at this time to give a specific answer. Certainly the ultimate appropriation provided to FEMA for fiscal year 1986 will have an impact on any changes in personnel alignments. I will depend greatly on the advice and guidance of Mr. McNeill and other key members of the FEMA family in questions of this sort relating to the training and fire programs.

2. At one time, the resident student allocations for the Emmitsburg Training Facility provided that 75% of the student ratio be Fire Academy Students and 25% be Emergency Management Institute or other students. Do you have any thoughts on the appropriate level of resident student allocations?

   As a matter of principle, I do not believe that student ratios should be established on a percentage or quota basis, but rather that the training offered be established on the basis of an assessment of needs and requirements. However, I cannot be more specific until I have had an opportunity to carefully evaluate the situation. I am assured, however, that funding provided was expended in accordance with the budget as approved by the Congress.

3. If development efforts are continued at NETC West, do you intend to have fire programs conducted there?

   Based upon what I currently know about NETC West, if development continues, fire-related training programs will be conducted there. Basically, National Fire Academy courses should be taught at both locations.

4. At the present time, the entire travel budget of NETC is charged to the National Fire Academy. Will this be changed, so that only National Fire Academy personnel travel is charged to the NFA budget?

   I understand that this situation is now being changed. I have been told that the earlier situation was a budgetary convenience, i.e., the travel funds for NETC were all placed under the NFA and then distributed to the other NETC program areas. Each program area should be separately budgeted. I have also been told that an additional $100,000 was provided to NETC last year from civil defense funds. It is clear to me that the NFA did not provide all the travel funds for NETC personnel.

QUESTIONS FROM SENATOR LAXALT
FOR JULIUS W. BECTON, JR.

1. What do you see as the major purpose of the Federal Emergency Management Agency?

   The major purpose of the Federal Emergency Management Agency is one of preparedness in the event of an emergency. If you accept the premise that there will always be emergencies, it is incumbent upon the Federal Government to plan for them, respond to them, and recover from them in conjunction with all levels of government and the private sector. FEMA was created to be the civilian agency at the federal level responsible for the coordination of the federal, state and local governments with respect to those emergencies which can have a catastrophic impact upon the U.S. and its possessions.

2. If confirmed by the Senate, what would your major goals be as Director of the Federal Emergency Management Agency?

   While the accomplishments of the responsibilities indicated above are essential, my first goal will be to provide effective management in rebuilding a team in which all members of the FEMA family will have their confidence restored in the organization as well as in themselves.

3. How soon do you plan to open the National Emergency Training Center-West?

   I understand that the necessary paperwork was recently completed to transfer fiscal year 1985 funding to the State of Nevada which will, through competitive awards, secure the necessary contractual work to bring the site up to acceptable standards. Upon my confirmation, I plan to carefully review the development and future plans for this facility with Mr. McNeill, upon his confirmation.

4. Would you state the specific time frame we can anticipate the first courses to begin at NETC-West?

   The plan at the present time would have courses delivered at the NETC-West campus by May 1 or late spring of 1986. The specific time frame must await the ultimate decisions by the Congress on funding for fiscal year 1986. At this time, FEMA is operating under the provisions of the appropriation continuing resolution that limits the ability to be specific.

5. When will the FY 85 monies be used to renovate the NETC-West?

The State of Nevada now has the authority to use FY 85 funds for renovation projects. It is my understanding that the State has begun the process of soliciting proposals. The State has received guidance from FEMA on the projects to be initiated and their priorities. The results of architectural and engineering studies underway will provide further guidance on the essential needs and construction priorities.

6. How much money do you see NETC-West requiring for FY 86?

There is slightly over $3 million in the FY 86 budget for NETC-West. I assume that the amount was based on the best available data at the time, and as further data is received, the cost can be further refined. Once I am confirmed, I expect to spend a significant amount of time with Mr. McNeill and other key members of the FEMA family in carefully reviewing the plans for NETC/West.

Chairman ROTH. We have one more witness. The International Society of Fire Service Instructors has asked to testify in connection with the McNeill and Becton confirmations. Ed McCormack, the executive director, will represent the Fire Service Instructors.

Mr. McCormack, will you please rise and raise your right hand? Do you solemnly swear to tell the truth, the whole truth, and nothing but the truth, so help you God?

Mr. MCCORMACK. I do.

Chairman ROTH. Thank you. Please proceed.

TESTIMONY OF EDWARD H. McCORMACK, JR., EXECUTIVE DIRECTOR, INTERNATIONAL SOCIETY OF FIRE SERVICE INSTRUCTORS

Mr. MCCORMACK. Thank you, Mr. Chairman. I appear before you today I guess wearing three hats: That of the executive director of the International Society of Fire Service Instructors, the other being the chairman of the Government Affairs Committee of the Joint Council on National Fire Service Organizations, but more importantly as a personal envoy of Lou Amabili, the director of the Delaware State Fire School, who wishes that he could be here to testify before you.

I would like to commend you Senator, for your continued support of the fire service of this Nation through FEMA and through all of the Congress' efforts. I would also like to compliment Senator Gore for talking to the floor for the reinstatement of the students stipend program, because without that, the fire service and fire academy would be in pretty dire straits in trying to keep students at the Emmitsburg facility.

We have some concerns. Both of you gentlemen have really expressed them here. I don't want to waste a whole lot of your time. Our concern is the visibility and the viability of the U.S. Fire Administration. Our concern is space at the National Fire Academy and National Emergency Training Center in Emmitsburg. Our concern is that NETC-West, if, in fact, it ever does open, that it not detract or deter from the Emmitsburg facility, and another concern is NFA positions the FTE's should be more appropriately aligned to the budget allocation for the National Fire Academy.

Those are our major concerns. You have addressed them all. We applaud you for that.

Lou Amabili and myself have both met with Mr. McNeill and with Mr. Becton. We had known Mr. McNeill before from his prior duty station at the National Fire Academy back in the seventies. This was the first time we had met Mr. Becton. It was really something different from 5 years ago, when you had to intervene for a meeting for us and when we appeared at this same table and opposed the confirmation of the past Director of the Federal Emergency Management Agency.

We met with Mr. Becton, and it was really delightful. It was a most interesting hour that we spent, but you know what? He listened. He really listened, and he was easy to communicate with and concerned. We were very, very impressed. We feel that you could not go wrong in confirming him as the Director of the Federal Emergency Management Agency, and that has to come from me

as the executive director of the society, because I was not able to get to the full joint council for their concurrence on this.

That is all I have, Senator.

Chairman ROTH. We appreciate very much your taking the time to testify today. As you heard in the earlier questioning period, I am sure that the new Director and Associate Director will be available for continued consultation. I can assure you I and, I am sure, Senator Gore will continue to be interested in the problems there.

Thank you.

Senator Gore?

Senator GORE. That is fine. Thank you for coming.

Chairman ROTH. Thank you very much.

The committee is in recess.

[Whereupon, at 10:44 a.m., the committee was recessed, to reconvene subject to the call of the Chair.]

ADDITIONAL MATERIAL SUBMITTED FOR THE RECORD

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS

1750 NEW YORK AVENUE, N.W., WASHINGTON, D.C. 20006
TELEPHONE NO. (202) 872-8484

John A. Gannon
President

Alfred K. Whitehead
Secretary-Treasurer

October 23, 1985

The Honorable William V. Roth, Jr.
Chairman, Governmental Affairs Committee
United States Senate
Washington, DC 20510

Dear Senator:

The International Association of Fire Fighters, which represents over 170,000 professional fire fighters would like to be placed on record as strongly supporting the nomination of Julius Becton as Director of the Federal Emergency Management Agency and James McNeill as the Associate Director of Training Programs for FEMA.

The IAFF is keenly interested in having a knowledgeable, dedicated, individual, responsive to the needs of the fire service in the position of Associate Director, FEMA, which encompasses the responsibility for the United States Fire Administration and the United States Fire Academy.

I feel that James McNeill possesses the desired blend of academic attainment and professional experience that is needed in this position.

I am pleased that two such able individuals have been nominated for these vital positions and urge that their confirmations take place.

Thank you for your consideration.

Sincerely,

John A. Gannon

John A. Gannon

NATIONAL FEDERATION OF FEDERAL EMPLOYEES
SERVING FEDERAL EMPLOYEES AND THE NATION...SINCE 1917

Local 1983

October 11, 1985

Honorable William Roth
United States Senate
Washington, D.C. 20510

Dear Senator Roth:

During the past year, the Federal Emergency Management Agency's (FEMA) National Emergency Training Center (NETC) in Emmitsburg, Maryland has been the target of allegations of management abuse resulting in months of federal and congressional investigations. The Agency has had severe shortfalls in salary and expense monies which led to a freeze in hiring and promotions through half of Fiscal Year (FY) 1985, with a complete freeze on merit promotions through all of FY86. The possibility of a furlough for FEMA employees in FY85 was very high until Congress passed a supplemental transfer request for the Agency. At the NETC, attrition has reduced staff by approximately 25% in FY85 and, with no new hiring planned until February, 1986, plans are underway to open a second training center in Carson City, Nevada--NETC West--this fiscal year.

As the exclusive representative for approximately 100 bargaining unit employees at NETC, the National Federation of Federal Employees (NFFE) Local 1983 is concerned about employee morale problems and management difficulties brought on by the events of the past year. With this interest in mind, we would like to endorse the nomination of Mr. James P. McNeill for the position of FEMA's Associate Director at the NETC.

Mr. McNeill has credentials that qualify him for the Associate Director's job. He has an extensive background in: training and education; management and organizational development; employee and labor relations; and, federal sector management. Moreover, many employees at the NETC knew Mr. McNeill personally when he worked here several years ago; thus, we are familiar with his management and leadership style. He is held in high regard by many employees and has a working knowledge of the NETC mission and history. For these reasons, we believe that Mr. McNeill would be the right person for the job.

Your vote in support of Mr. McNeill's nomination will be greatly appreciated.

Sincerely yours,

Edward J. Kaplan

Edward J. Kaplan, President
NFFE Local 1983
16825 South Seton Ave.
Emmitsburg, MD 21727